



Ulster County Coordinated Public Transit-Human Services Transportation Plan

2016 Update

FINAL
February 2017



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Ulster County Transportation Council would like to acknowledge and thank the members of the Technical Advisory Committee and Stakeholder Advisory Group for the time and effort they contributed to the development of this Coordinated Plan. Their thoughtful input was greatly appreciated.

RESOLUTION 2017-02

ULSTER COUNTY TRANSPORTATION COUNCIL

ADOPT THE 2016 COORDINATED PUBLIC TRANSIT-HUMAN SERVICES TRANSPORTATION PLAN

WHEREAS, the Ulster County Transportation Council (UCTC) has been designated by the Governor of the State of New York as a Metropolitan Planning Organization (MPO) responsible, together with the State, for the comprehensive, continuing, and cooperative transportation planning process for the Kingston Urbanized Area and a portion of the Poughkeepsie-Newburgh NY-NJ Urban Area; and,

WHEREAS, the Fixing America's Transportation Act (FAST) requires that projects funded through the FTA Section 5310 Enhanced Mobility of Seniors and Individuals with Disabilities program be derived from a locally developed Coordinated Public Transit-Human Services Transportation Plan; and

WHEREAS, the UCTC has completed and updated its Coordinated Plan to supersede those previously adopted in 2010 and 2015.

NOW, THEREFORE, BE IT RESOLVED that UCTC hereby adopts the 2016 Coordinated Public Transit-Human Services Transportation Plan Update.

CERTIFICATE, the undersigned, duly qualified Secretary of the Ulster County Transportation Council, certifies that the foregoing is a true and correct copy of a resolution adopted by a vote on March 16, 2017.

3/16/17
Date


By 
Todd Westhuis, P.E., Secretary,
Ulster County Transportation Council



Table of Contents

	Page
1 Introduction.....	1-1
2 Existing Conditions	2-1
Literature Review	2-1
Literature Review Findings	2-6
Ulster County Demographic and Economic Profile.....	2-7
Profiles of Transportation Providers	2-35
Conclusions	2-43
3 Service Gaps and Needs	3-1
Gaps and Needs Analysis	3-1
Stakeholder and Public Outreach	3-19
Conclusions	3-24
Stakeholder and Public Outreach	3-24
4 Coordination Strategies.....	4-1
Introduction.....	4-1
Summary of Service Gaps and Needs.....	4-1
Potential Mobility Management Strategies.....	4-2
Mobility Management Programs in New York State	4-38
Local Priorities Among Potential Mobility Management Strategies	4-42
Recommendations	4-45
5 Funding Analysis.....	5-1
Key Funding Programs.....	5-1
Transportation Funding in Ulster County	5-4
Other Potential Funding Sources.....	5-8
Funding Program Descriptions.....	5-9

- APPENDIX A** Committees
- APPENDIX B** Transportation Provider Questionnaire
- APPENDIX C** Agency Contacts
- APPENDIX D** Major Destinations
- APPENDIX E** Top Employers
- APPENDIX F** Stakeholder Advisory Group Notes
- APPENDIX G** Focus Group Guide
- APPENDIX H** Focus Group Meeting Notes
- APPENDIX I** Stakeholder Interview Notes

Table of Figures

	Page
Figure 2-1 Demographic Profile of Ulster County.....	2-9
Figure 2-2 Ulster County Population Density.....	2-10
Figure 2-3 Ulster County Population Change.....	2-11
Figure 2-4 Ulster County Population Projections	2-11
Figure 2-5 Ulster County Older Adults (65+).....	2-13
Figure 2-6 Ulster County Youth Population (<18).....	2-14
Figure 2-7 Ulster County Adults with Disabilities.....	2-15
Figure 2-8 Ulster County Households Below 200% Poverty Level	2-16
Figure 2-9 Ulster County Low Income Households.....	2-17
Figure 2-10 Zero Vehicle Households	2-18
Figure 2-11 Single Vehicle Households.....	2-19
Figure 2-12 Ulster County Veterans.....	2-20
Figure 2-13 Ulster County Limited English Proficiency	2-21
Figure 2-14 Ulster County Jobs by Sector	2-22
Figure 2-15 Ulster County Labor and Unemployment.....	2-23
Figure 2-16 Ulster County Major Destinations.....	2-24
Figure 2-17 Ulster County Major Employers	2-26
Figure 2-18 Provider Service Areas.....	2-28
Figure 2-19 Provider and Service Information.....	2-29
Figure 2-20 Operating Statistics.....	2-31
Figure 2-21 FY 2015 Funding	2-31
Figure 2-22 Vehicle Fleets.....	2-32
Figure 2-23 Provider Top Destinations	2-33
Figure 2-24 Kingston Citibus System Map	2-36
Figure 2-25 Rural Route Areas and Days of Service.....	2-37
Figure 2-26 UCAT System Map	2-38
Figure 3-1 Transit Need Index Map	3-3
Figure 3-2 Transportation Services of Ulster County Service Providers.....	3-5
Figure 3-3 Vehicle Utilization.....	3-7
Figure 3-4 Transportation Service Ridership and Cost	3-8
Figure 3-5 Service Gap Legend.....	3-9
Figure 3-6 Availability of Services for Older Adults (Weekdays).....	3-10
Figure 3-7 Availability of Services for Adults with Disabilities (Weekdays).....	3-11
Figure 3-8 Availability of Services for Veterans (Weekdays).....	3-12
Figure 3-9 Availability of Services for General Public (Weekdays).....	3-13
Figure 3-10 Availability of Transportation Services (Weekends).....	3-14
Figure 3-11 Availability of Transportation Services by Population Group (All Weekday Service except Where Noted).....	3-17
Figure 4-1 Potential Strategies to Address Service Gaps and Improve Efficiency.....	4-4

Figure 4-2	MAG Provider Inventory	4-14
Figure 4-3	King County Metro Community Access Transportation (CAT) Program Data	4-27
Figure 4-4	TAC/SAG Ranking of Mobility Management Strategies	4-43
Figure 4-5	Summary of Estimated Costs and Potential Funding Sources.....	4-57
Figure 4-6	Preliminary Timeline for Implementation of Mobility Management Strategies	4-58
Figure 5-1	Federal Transportation Funding Summary.....	5-2
Figure 5-2	Funding Sources Utilized by Ulster County Transportation Providers	5-4
Figure 5-3	Funding Sources Utilized in New York State Counties (with updated Coordinated Plans)	5-6

1 INTRODUCTION

Ulster County Transportation Council (UCTC) plays the lead role in the coordination of transportation services for older adults, people with disabilities, human service agency clients, and others in Ulster County. UCTC hired Nelson\Nygaard Consulting Associates and Susan Blickstein Consulting to update the 2010 Ulster County Ulster County Coordinated Public Transit -- Human Services Transportation Plan (“Coordinated Plan”) Coordinated Plan and provide a “blueprint” for implementing a range of strategies to advance local coordination efforts to improve all transportation services.

The current federal transportation authorization act—Fixing America's Surface Transportation (FAST) Act—requires that projects funded by the Federal Transit Administration's (FTA) Section 5310 funding program, Enhanced Mobility of Seniors and Individuals with Disabilities, be included in a locally developed coordination plan. The Coordinated Plan seeks to identify the transportation needs of seniors, people with disabilities, veterans, and individuals with limited incomes and provide strategies to improve mobility and access to services.

The Coordinated Plan includes the following items:

- A review of recent coordinated transportation plans in New York State
- A demographic and economic profile of Ulster County
- An inventory of existing transportation service providers in the county
- A gaps and needs analysis including stakeholder and public input
- An analysis of potential and prioritized coordination strategies
- A review of funding resources available for human service transportation in New York State

As required by the FTA, the Coordinated Plan process included a varied and inclusive outreach process that convened County stakeholders, providers, transit users, and other related parties to understand the transportation gaps and needs related to the requirements of seniors, people with disabilities, veterans, and individuals with limited incomes. This outreach was a significant element of the planning process and was carried out through a provider survey, focus group meetings, stakeholder interviews, and a public meeting. Throughout the project, the Technical Advisory Committee (TAC) and the Stakeholder Advisory Group (SAG)—broad-based stakeholder groups for varied public and private sectors in Ulster County—provided guidance and feedback, and UCTC employees provided assistance.

2 EXISTING CONDITIONS

This chapter contains a demographic profile of the county, the major economic and service destinations, an inventory and summary of each available transportation provider, and a summary of the state and region's most recent coordination plans and best practices.

To collect information about existing services, UCTC and Nelson\Nygaard developed a list of the most active transportation providers in the region. Each provider received an online questionnaire that requested information about the type of service, hours of operation, ridership, costs and revenues, vehicles, clients served, and other questions to understand how each provider operates.

A kickoff meeting was also held in preparation of this report to introduce the project to the project Technical Advisory Committee and gather information about transportation providers, demographics, and major destinations.

A copy of the transportation provider questionnaire can be found in Appendix B. A list of agency contacts can be found in Appendix C.

LITERATURE REVIEW

Methodology

The Literature Review consists of existing plans that cover Ulster County transportation as well as New York State Coordinated Human Services Transportation Plans. Only Coordinated Human Services Transportation plans issued after 2011, which corresponds with implementation of the previous transportation legislation, MAP-21, were examined for this report. Within this group, there are 21 Coordinated Plans covering 33 counties in New York State.

The primary touchpoints in these plans were the *sources of funding, key gaps and needs, coordination strategy* and *mobility management goals*. These were summarized and scrutinized to determine the best practices for Ulster County.

Summary of Existing Plans

Ulster County Plans

Ulster County Transportation Council Year 2040 Long Range Transportation Plan (2015)

The Ulster County Transportation Council's 2040 Long Range Transportation Plan (LRTP) was prepared in accordance with Federal requirements for local Metropolitan Planning Organizations to publish a long range transportation plan. The LRTP responds to changing conditions around Federal funding and associated requirements, state and local funding, and economic conditions. In particular, MAP-21 funding requires performance-based measures, which the plan identifies for each of its seven primary goals. The goals of the plan include system preservation, economic

vitality, improved safety, improved security, mobility and reliability, accessibility and connectivity, and protection of the environment. The LRTP also provides a complete overview of Ulster County's demographics and growth projections, transportation system, and the condition of current assets as well as trends in commuter and freight movement. Finally, the LRTP presents the current fiscal conditions for transportation projects and a list of short-term, medium-term and long-term recommended projects.

Ulster County Transportation Council Coordinated Public Transit – Human Services Transportation Plan (2010)

The Ulster County Transportation Council's Coordinated Public Transit – Human Services Transportation Plan (2010) identifies priority areas of the coordination plan, as well as key sources of funding, an inventory of existing services, and demographic data on target populations. These populations include those aged 65 and older (13% of the population), people with disabilities (14% of the population) and people living below the federal poverty line (10% of the population). The Coordinated Plan features coordination and consolidation of existing services, mobility training for fixed-route service, and mobility coordination. The Plan also identifies the need for a dedicated mobility manager. The Ulster County Transportation Council's Coordinated Public Transit – Human Services Transportation Plan 2015 Update builds on the 2010 Plan with recommendations to expand the ADA service area, support access to nonprofits that provide transit and improve personalized service for seniors and people with disabilities.

Ulster County Transit Development Plan (2012)

The Ulster County Transit Development Plan analyzed existing transit in Ulster County along with opportunities for growth. The report found several areas ready for adjustment, including improved data collection, improved passenger communication and marketing, integration of services, and improvements to the rider's experience, such as weatherproofing signs, maps and shelters.

Ulster County Fixed Route Public Transportation Coordination and Intermodal Opportunities Analysis Final Report (2006)

The Ulster County Public Transportation Coordination Report explored the issues around the county's bifurcated public transportation services and made policy recommendations. The central issue of the report is that the City of Kingston is served by Kingston CitiBus while the rest of the county is served by Ulster County Area Transit (UCAT). Both are housed within their respective governments, though UCAT is much larger. The report also compared them by fleet size, vehicle maintenance, financial trends and collective bargaining agreements. It looked at five potential options – doing nothing, implementing a Coordination Council, and reassigning functions between the agencies, consolidating the agencies, and bringing in a Transit Broker to run public transportation services in the county. The report recommended a Coordination Council in the short run and consolidation or a Transit Broker in the long run.

Other New York State Coordinated Human Services Transportation Plans Updated Since 2011

The Coordinated Public Transit-Human Services Transportation Plan for Allegany County (2013)

The Coordinated Public Transit-Human Services Transportation Plan for Allegany County focuses on several key objectives to address service gaps, including (1) access to services, (2) coordination with stakeholders across the county, (3) education and outreach, and (4) building out their mobility management infrastructure. Key strategies to implement these objectives include a cross-system approach using multiple service providers, encouraging ridesharing options, collaborative volunteer driver programs, and joint provider trainings and marketing plans. Allegany County has a Mobility Manager through ACCESS Allegany.

Adirondack/Glens Falls Transportation Council's Coordinated Human Services Transportation Plan (2012)

The Adirondack/Glens Falls Transportation Council's Coordinated Human Services Transportation Plan seeks to address issues of coordination across a large, rural area with both service and structural recommendations. These include the establishment of an area wide Human Services Transportation Committee, service coordination at the municipal level, removing department-level obstacles and working with private partners to coordinate scheduling on a geographic basis.

Binghamton Metropolitan Transportation Study's Coordinated Transportation Plan (2013)

The Binghamton Metropolitan Transportation Study's Coordinated Transportation Plan seeks to address service gaps and redundancies through the efficient coordination of existing services and identifying potential coordination activities. Strategies to implement these goals include creating a network of services that is easy to understand for all riders, introducing a volunteer-based transportation service, using technology systems to aid in coordinating transportation services and providing targeted marketing and training to older adults and people with disabilities. Binghamton has a Mobility Manager through the Broome Tioga Mobility Management Project.

Cattaraugus County Coordinated Transportation Plan (2014)

The Cattaraugus County Coordinated Transportation Plan identifies several areas of need including service needs throughout the county, user training needs, funding challenges and coordination between providers. The Plan sees opportunities to coordinate between providers through fleet management, such as utilizing agency buses during regular times when they aren't being used.

Coordinated Transportation Plan for the Capital District (2011)

The 2011 Coordinated Plan for the Capital District splits identified needs primarily among organizational, client service and equipment needs as well as areas where there are geographic, time-based and purpose-based gaps in service. To address these needs, the CPTHs Plan proposes new services like fixed-route feeder service and an accessible taxi program. The CPTHs Plan also looks to new technology to address trip scheduling and dispatch, including Digital Mobile Radio technology to facilitate inter-agency collaboration.

Coordinated Public Transit-Human Services Transportation Plan for the Capital District (2015)

The 2015 Coordinated Transportation Plan for the Capital District builds off the 2011 Plan with a series of additional needs, including increasing accessibility of pedestrian networks, implementing ADA transition plans, addressing barriers to using fixed transit and issues facing transportation disadvantaged populations such as emergency preparedness and the “Ladders to Success” initiative. The Plan proposes a series of strategies for the Regional Transportation Coordination Committee to follow including focusing on funding for projects that promote coordination, reaching out to state and local partners, holding a workshop to identify goals, restructuring meetings for greater communication and efficiency and supporting Smart Growth strategies for the location of housing for transportation disadvantaged populations.

The Chautauqua County Coordinated Transportation Plan (2013)

The Chautauqua County Coordinated Transportation Plan identifies over twenty areas of need, including geographic areas of duplicative or limited service, limited service during key time periods (mornings, evenings and weekends), and the needs for more targeted services that help people reach places of employment and other programs. The Plan seeks to address these gaps through strategies like a one-stop call center, training programs for both users and providers, rideshare and volunteer driver programs, and establishing a monthly meeting of local transportation providers. A Mobility Manager is provided for the county through Chautauqua Works.

Chemung County Coordinated Transportation Plan (2012)

The Chemung County Coordinated Transportation Plan seeks to address issues of local coordination, communication and marketing, regional coordination and service development and funding. Strategies to address these issues include a volunteer driver program for rural areas, marketing transportation for people with limited mobility, ridesharing, a multi-county Transportation Guide, coordination among area hospitals and subsidized taxi programs. The plan also relies on a Mobility Manager provided by the Chemung County Planning Department to implement some strategies.

Clinton County Transportation Needs Assessment (2011)

The Clinton County Transportation Needs Assessment identifies a series of service gaps including infrequent fixed route service, lack of information, lack of regional connectivity, insufficient evening and late night service and a lack of commitment to coordination, among others. To address these, the Needs Assessment recommends implementing a one-call, one-click center for community information, marketing and branding strategies, coordination with SUNY to serve off-campus students and efforts to improve regional connectivity.

Cortland County Coordinated Transportation Plan (2013)

The Cortland County Coordinated Transportation Plan proposes recommendations to address a range of issues, including communications, regional and local coordination, technology and service development and funding. Specific strategies include working with other agencies to implement a “Bus Buddy” travel program, developing a student outreach program, developing rideshare and volunteer driver programs, sustaining a mobility manager staff position to carry out coordination as directed by the Transportation Advisory Council, and consolidating SUNY buses with public transit among many others. Currently, the Mobility Manager position is staffed by Way2Go Cortland.

Delaware County Coordinated Plan (2011)

The Delaware County Coordinated Plan seeks to address identified issues with broad strategies that include scheduling and dispatching, transfer points for coordinated trips and a volunteer driver program. Specific goals from the plan include establishing a standardized advance reservation policy across agencies, improving vehicle coordination to reduce empty seats, tapping NYSDOT for assistance with marketing materials and building on the transportation offered by SUNY to open late night and Saturday service to the general public.

Fulton County Regional Coordinated Transportation Plan (2015)

The Fulton County Regional Coordinated Transportation Plan identifies needs by agency for the major service providers in the county. The primary strategies proposed include implementing coordinated transfer points; sharing bus maintenance services and office space between agencies; and better coordination with area hospitals and private companies.

Coordinated Human Services Transportation Plan for the Greater Buffalo Niagara Regional Transportation Council (2015)

The Coordinated Human Services Transportation Plan for the Greater Buffalo Niagara Regional Transportation Council breaks down areas of need into geographic gaps, capacity gaps, service time gaps and policy, education and awareness gaps. To address these, the plan calls for a series of strategies such as creating a central agency that other agencies can contract with, implementing web-based ridesharing tools, using targeted marketing for people with disabilities and older adults, pursuing joint purchasing to achieve cost efficiency and coalition building.

Genesee-Finger Lakes Region Coordinated Transportation Plan Update (2011)

The Genesee-Finger Lakes Region Coordinated Transportation Plan Update addresses a series of unmet needs touching on inadequate information, lack of service in rural areas, cross-county coordination challenges, staffing and funding issues and concerns around particular types of trips. Strategies to address these include bus stop improvements, creating a central service directory, forging partnerships with private and nonprofit organizations, designing innovative transit services, linking key employment areas with residences and hiring and training mobility managers.

Coordinated Transportation Plan for Herkimer and Oneida Counties (2012)

The Updated Coordinated Transportation Plan for Herkimer and Oneida Counties proposes a series of strategies to address needs of older adults such as increasing senior transportation options to medical appointments, volunteer driver programs to adult care facilities and more individualized services for individuals with physical limitations. The plan also calls for more rural bus service, decreasing duplicative services and establishing a county-level call center.

New York Metropolitan Transportation Council Coordinated Transportation Plan (2013)

The New York Metropolitan Transportation Council Coordinated Transportation Plan Update divides its proposed strategies into the New York City, Long Island and Lower Hudson Valley geographic regions. In New York, strategies include reduced fare taxi vouchers and public transit training. For Long Island, strategies include new shuttle, ridesharing and vanpool services to reach employment sites and child care transportation. Lower Hudson Valley strategies include providing service to new areas (following Bee-Line example), creating a centralized resource directory, adapting routes to better meet commuting needs and transportation vouchers. In the

Lower Hudson Valley, the Mobility Manager position is staffed by Westchester Mobility Management.

Oswego County Coordinated Public Transit Plan (2012)

The Oswego County Coordinated Public Transit Plan proposed strategies to address issues relating to informing the public of available services, marketing, coordinating public transit and safety and reliability. Strategies to address these include maintaining a web presence, implementing a Travel Training Program, branding buses and bus stops, coordinating bus schedules across providers, and establishing criteria of checks and balances to ensure safety and reliability.

Schuyler County Coordinated Transportation Plan (2014)

The Schuyler County Coordinated Transportation Plan identifies unmet needs across a wide range of areas including fixed route service, regional transportation, rural transportation, hours of operation, veteran transportation, coordination software and volunteer recruitment. To address these, some of the strategies proposed include cost sharing arrangements with public transit, expanding Dial-a-Ride for rural areas, opening provider buses to the public, developing seasonal service for tourist needs and partnering with Performing Provider Services to improve community health coordination. The Mobility Manager position is staffed by The Arc of Schuyler.

The Steuben County Coordinated Transportation Plan (2015)

The Steuben County Coordinated Transportation Plan 2015 Update addresses unmet needs in five broad categories: the coordinated transportation advisory committee, supporting transportation providers, the volunteer driver program, marketing and outreach, and technology and management. Strategies within these categories include creating a central body to review and approve grant and planning projects, integration with the 2-1-1 Helpline, promoting workshops and events across providers, and developing an integrated website. The Mobility Manager position is staffed by the Institute for Human Services.

Coordinated Transportation Plan for Tompkins County (2015)

The Coordinated Transportation Plan for Tompkins County identifies a series of unmet needs including helping residents in rural areas access jobs and childcare, providing transportation to other counties for medical services, encouraging informal transportation arrangements and working with the youth population. Strategies to address some of these needs include coordinated vehicle sharing, efforts to address duplication of services, and creating consumer-oriented services that make services easier to access and to understand.

LITERATURE REVIEW FINDINGS

Mobility Management Best Practices

Out of the 33 counties represented in the Coordinated Plans, only 13 of them employ Mobility Managers: Binghamton, Chautauqua, Elmira-Chemung, Cortland, New York City (covering five counties), Westchester, Schuyler, and Steuben. While each county has unique transportation gaps and needs, similarities exist related to the rural nature of most of the state resulting in long travel times and temporal and spatial gaps in service. The Coordinated Plans recommended mobility management strategies to meet these challenges, and while each county had their unique solutions, several strategies were recommended in multiple counties, including:

- Regional or county-level call center / central directory system to provide up-to-date and reliable information about available transportation options
- Travel training program to train individuals to use public transportation
- Volunteer driver program to provide a cost-effective solution for rural areas that lack public transportation or to fill gaps for individuals not eligible for other services
- Web-based rideshare and vanpool to serve employment hubs and partnerships with employers, institutions, and universities to help pay for these services
- Vehicle sharing between two or more organizations to efficiently utilize county resources and fill transportation gaps
- Coordination and collaboration between and among transportation operators through contracting, sharing resources, and strategic partnerships on other mobility management strategies
- Collaboration with local SUNY campuses for various mobility management activities
- Social marketing campaigns to raise awareness and educate the public about the transportation options available

Funding Sources

The majority of counties with updated Coordinated Plans utilized federal transportation grant programs for their primary source of funding. Section 5310 Enhanced Mobility of Seniors and Individuals with Disabilities, Section 5311 Formula Grants for Other than Urbanized Areas, and Section 5309 Transit Capital Investment Program were frequently mentioned as major sources of transportation funding. Other federal human service programs, such as Temporary Assistance for Needy Families (TANF) and SNAP Employment and Training, are also frequently utilized in New York State.

State grants were also utilized by several counties. These grants included:

- State Operating Assistance (STOA)
- Office of Mental Health funding
- Developmental Disabilities Planning Council funding
- Department of Health funding

County and municipal funds are also frequently used for local matching funds, while fares, advertising, and contracting provides varied amounts of revenue depending on the county/area. Additionally, some counties utilize donation programs from individuals, private foundations and nonprofits.

ULSTER COUNTY DEMOGRAPHIC AND ECONOMIC PROFILE

This Coordinated Plan update focuses on the demographic characteristics of Ulster County, including its 20 towns, one city, and three villages. This demographic profile provides a context for transportation needs in the county.

The demographic characteristics of a specific area have a direct impact on the demand for transit and paratransit services. In particular, the following analysis focuses on the location and concentration of individuals who have a higher propensity to use, and possibly rely upon, public transportation. The following population groups are considered more likely to use public transportation: people with disabilities, adults aged 65 and older, people living without access to

an automobile, youth, veterans, people with limited English proficiency, and people living in households below the poverty line. All demographic information presented in this chapter is taken from the 2014 American Community Survey Five Year Estimates.

The following table and series of maps shows a summary of each population group and identifies areas that have a higher concentration of these individuals. Overall, the findings from the ACS data show that each of the above target populations in Ulster County has a concentration in and near the city of Kingston. Findings associated with each of the target population groups are described below.

Demographic Characteristics of Ulster County

Population

Overall, as shown in Figure 2-1, Ulster County is moderately populated with about 180,000 people over 1,161 square miles. Generally speaking, the county is fairly rural but contains a series of small communities. The 21 towns and cities in Ulster range from the City of Kingston with 23,707 people to the Town of Hardenburgh with 175 residents. In addition, the county has three villages contained within a larger town: Ellenville in Wawarsing, and New Paltz and Saugerties, which are contained within towns of the same name.

ULSTER COUNTY COORDINATED PLAN 2016 UPDATE | FINAL | EXISTING CONDITIONS

Ulster County Transportation Council (UCTC)

Figure 2-1 Demographic Profile of Ulster County

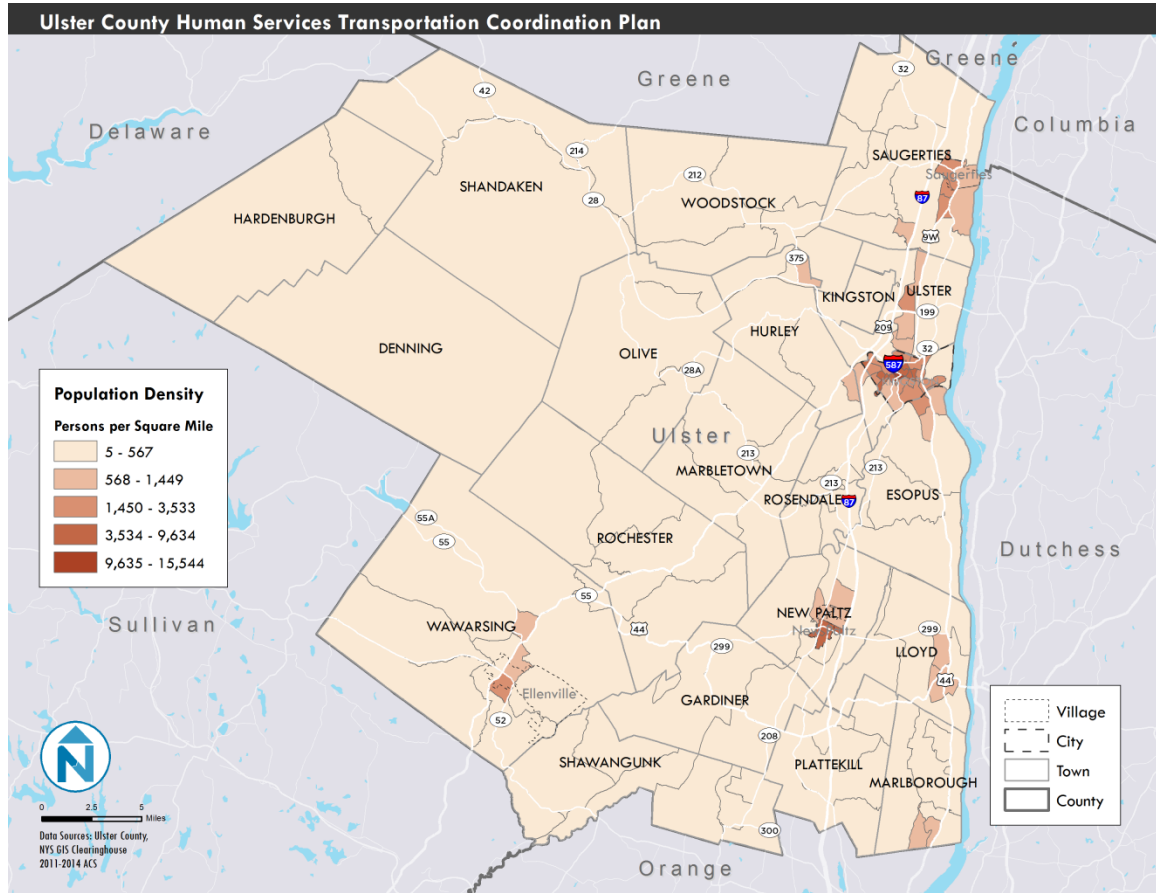
	Population		Older Adults		Adults with Disability		Households		Households in Poverty		Zero Vehicle Households	
	Total	Percent of Total	Total	Percent of Total	Total	Percent of Total	Total	Percent of Total	Total	Percent of Total	Total	Percent of Total
Ulster County	181,598	100%	29,233	100%	23,123	100%	69,388	100%	7,753	100%	5,535	100%
Denning town	712	0%	142	0%	115	0%	242	0%	21	0%	8	0%
Esopus town	8,984	5%	1,409	5%	1,049	5%	3,294	5%	142	2%	117	2%
Gardiner town	5,703	3%	901	3%	615	3%	2,124	3%	343	4%	69	1%
Hardenburgh town	175	0%	56	0%	29	0%	94	0%	14	0%	2	0%
Hurley town	6,256	3%	1,365	5%	783	3%	2,659	4%	214	3%	51	1%
Kingston city	23,707	13%	3,656	13%	3,926	17%	9,834	14%	1,528	20%	2,166	39%
Kingston town	982	1%	124	0%	125	1%	435	1%	43	1%	18	0%
Lloyd town	10,742	6%	1,662	6%	1,004	4%	4,182	6%	428	6%	164	3%
Marbletown town	5,581	3%	981	3%	605	3%	2,466	4%	130	2%	60	1%
Marlborough town	8,788	5%	1,262	4%	1,081	5%	3,383	5%	291	4%	149	3%
New Paltz town	14,092	8%	1,820	6%	1,259	5%	4,480	6%	748	10%	458	8%
Olive town	4,389	2%	951	3%	347	2%	2,147	3%	297	4%	86	2%
Plattekill town	10,390	6%	1,424	5%	1,798	8%	3,965	6%	526	7%	142	3%
Rochester town	7,275	4%	1,033	4%	956	4%	2,741	4%	309	4%	165	3%
Rosendale town	6,043	3%	1,017	3%	697	3%	2,457	4%	187	2%	78	1%
Saugerties town	19,362	11%	3,010	10%	2,884	12%	7,444	11%	569	7%	507	9%
Shandaken town	2,866	2%	633	2%	409	2%	1,497	2%	191	2%	97	2%
Shawangunk town	14,224	8%	1,601	5%	1,080	5%	3,730	5%	183	2%	92	2%
Ulster town	12,245	7%	2,529	9%	1,643	7%	4,840	7%	606	8%	556	10%
Wawarsing town	13,189	7%	2,052	7%	2,027	9%	4,370	6%	526	7%	438	8%
Woodstock town	5,893	3%	1,605	5%	691	3%	3,004	4%	457	6%	112	2%
Ellenville village	4,126	2%	514	2%	709	3%	1,490	2%	205	3%	231	4%
New Paltz village	6,945	4%	624	2%	495	2%	1,994	3%	519	7%	316	6%
Saugerties village	3,930	2%	567	2%	604	3%	1,683	2%	164	2%	200	4%
New York State	19,594,330	-	2,755,172	14%	1,954,740	10%	7,255,528	37%	1,071,715	5%	2,128,870	11%

*Ulster County village totals are included in the town within which they are contained.

Population Density

The largest population centers in Ulster County are found in the City of Kingston, and the towns of New Paltz, Saugerties, Shawungunk, and Wawarsing. These five municipalities represent 47% of the county's population. As shown in Figure 2-2, the more densely populated areas tend to be towards the east of the county near the Hudson River and proximate to Interstate 87, while areas in the west such as Denning, Hardenburgh and Shandaken have fairly low population densities.

Figure 2-2 Ulster County Population Density

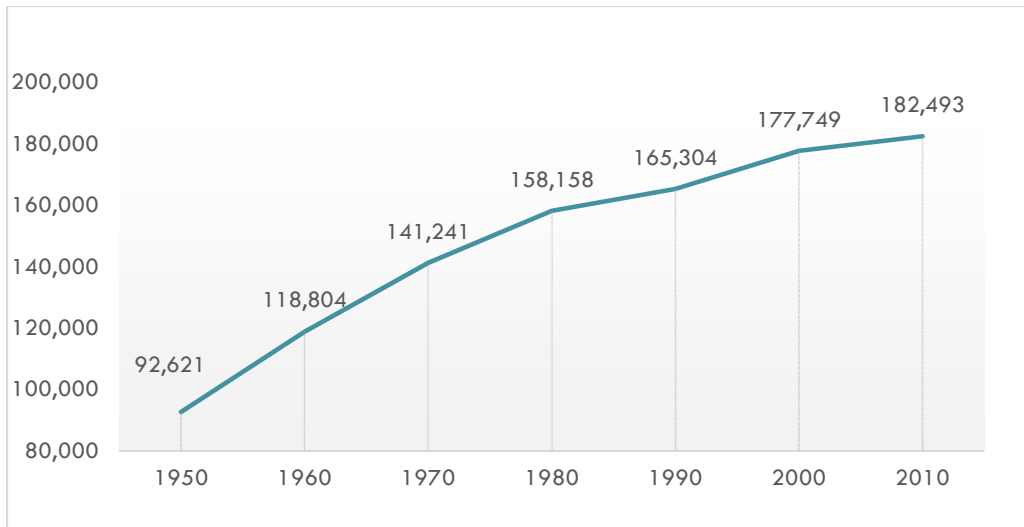


Source: 2014 American Community Survey Five Year Estimates.

Population Trends

The population of Ulster County has increased decade by decade since 1950, but at an ever decreasing growth rate (Figure 2-3). Between 1950 and 1980, Ulster County’s population grew a robust 71%, but after 1980 growth slowed dramatically. Between 1980 and 2010, the population grew only 15%.

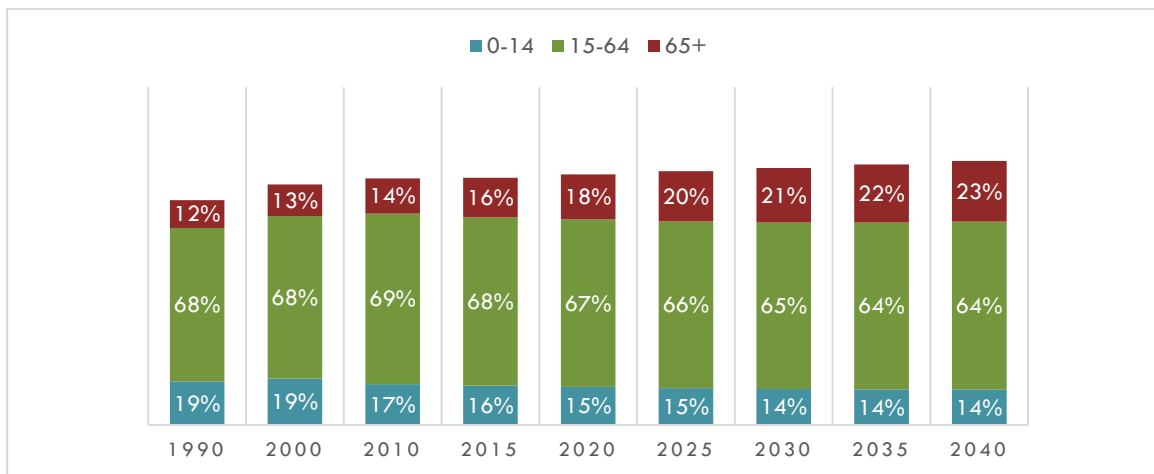
Figure 2-3 Ulster County Population Change



Source: Ulster County Transportation Council, Year 2040 Long Range Transportation Plan, 2015

Ulster County’s population is steadily getting older, and becoming a larger proportion of the total population, thanks in large part to the aging “Baby Boomer” generation (Figure 2-4). The proportion of the population aged 65 and older is projected to grow significantly from 12% in 1990 to nearly a quarter of Ulster County’s population in 2040. Meanwhile, the population of young people is on the decline, as the share of population younger than 15 has fallen from 19% in 1990 to 16% in 2015. This is projected to fall further to 14%. Likewise, the share of the population between 15 and 65 is declining, as well.

Figure 2-4 Ulster County Population Projections



Source: Ulster County Transportation Council, Year 2040 Long Range Transportation Plan, 2015

Commuters and Transit Users

The rate of commuters using transit is quite low in Ulster County, likely due to the rural nature of the county. The rate of commuters using transit increases in areas with more services, including Kingston and Saugerties. The data implies that Saugerties residents commute using transit at over twice the rate of those in Kingston, although the margin of error of this data source is high, especially when looking at municipalities with smaller populations

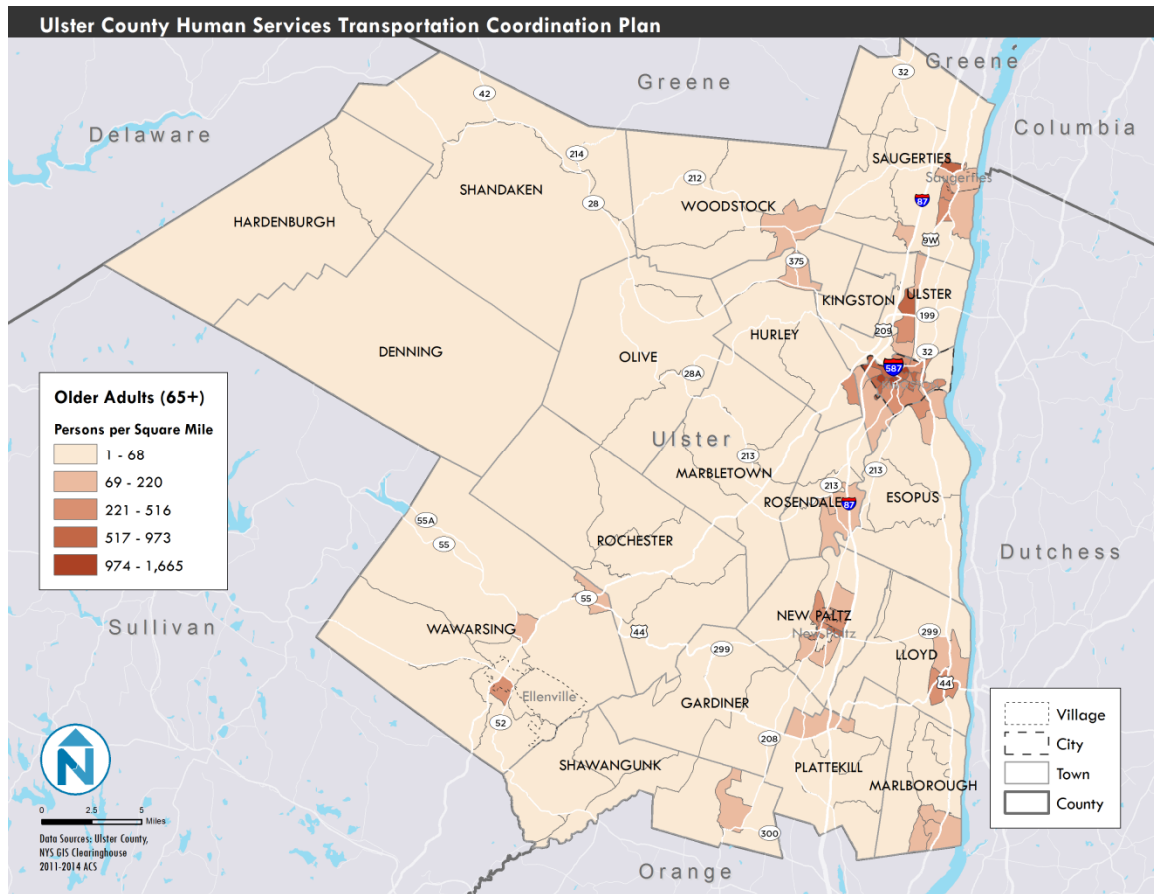
Location	Population	Commuters	% of Commuters Using Public Transit
Ulster County	181,598	83,370	2%
Kingston city	23,707	10,626	3%
Ellenville village	4,126	1,445	2%
New Paltz village	6,945	2,764	2%
Saugerties village	3,930	1,918	6%
New York State	19,594,330	8,950,165	27%

Source: Ulster County Transportation Council, 2010-2014 5-Year Estimate ACS data

Older Adults

The largest population centers for older adults in Ulster County are found in the City of Kingston, and the towns of New Paltz, Saugerties, Ulster, and Wawarsing. These five municipalities represent 45% of the county's older adult population. As shown in Figure 2-5, older adults live in higher concentrations closer to the east of the county and proximate to Interstate 87; however, their distribution patterns are somewhat different from the population overall. Older adults live in comparatively higher concentrations in Woodstock and Ulster than the population at large, while they have lower comparative representation in New Paltz and Shawangunk.

Figure 2-5 Ulster County Older Adults (65+)

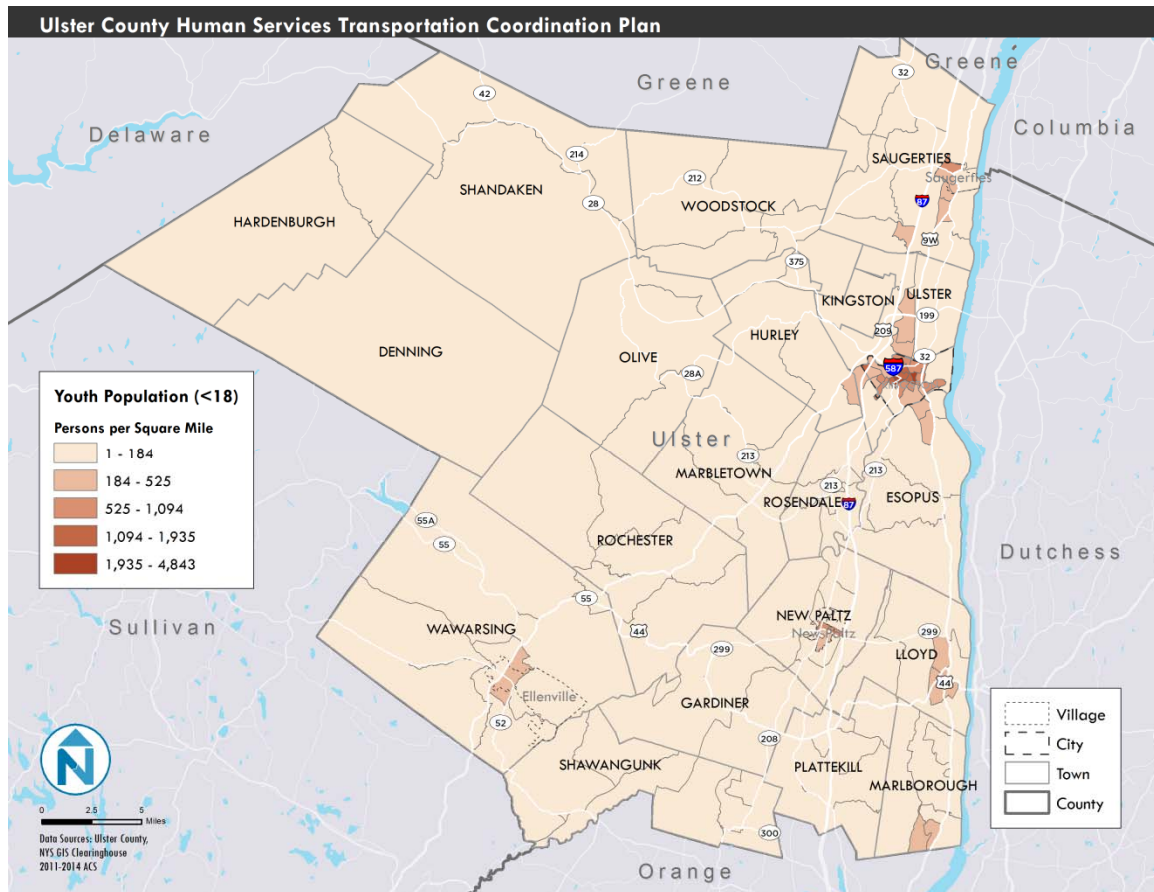


Source: 2014 American Community Survey Five Year Estimates.

Youth

The greatest concentration of youth in Ulster County is found in the City of Kingston, where people under 18 make up 21.2% of the population. Other areas with a dense youth population include Saugerties, New Paltz and Lloyd. These four municipalities together make up 25% of the youth population.

Figure 2-6 Ulster County Youth Population (<18)

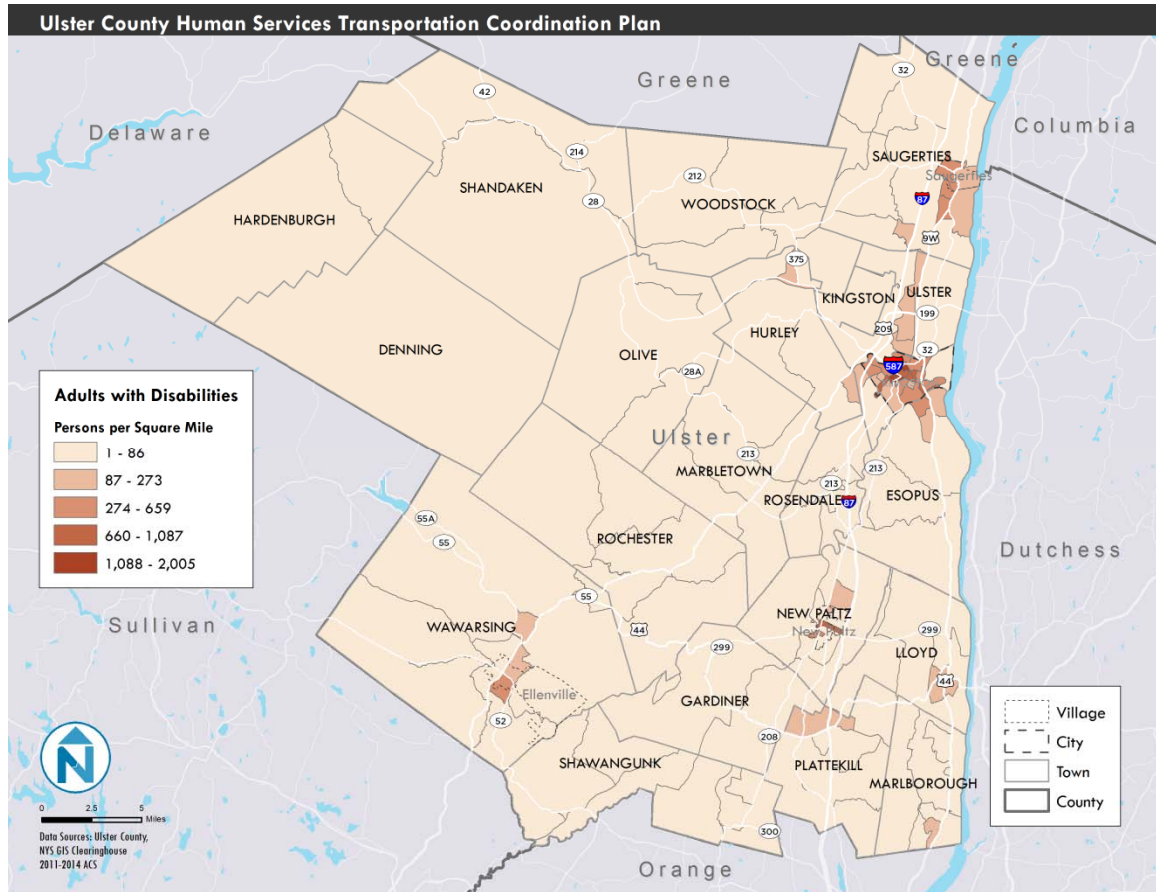


Source: 2014 American Community Survey Five Year Estimates.

People with Disabilities

The largest population concentrations of adults with disabilities are found in the City of Kingston, and the towns of Plattekill, Saugerties, Ulster, and Wawarsing. These five municipalities represent 53% of the county's adults with disabilities. As shown in Figure 2-7, adults with disabilities live in higher concentrations closer to the east of the county and proximate to Interstate 87. Although only 13% of the county's population lives in the city of Kingston, 17% of Ulster's adults with disabilities live there. Each of the five towns listed above has a comparatively high proportion of adults with disabilities relative to its overall population.

Figure 2-7 Ulster County Adults with Disabilities



Source: 2014 American Community Survey Five Year Estimates.

Household Income

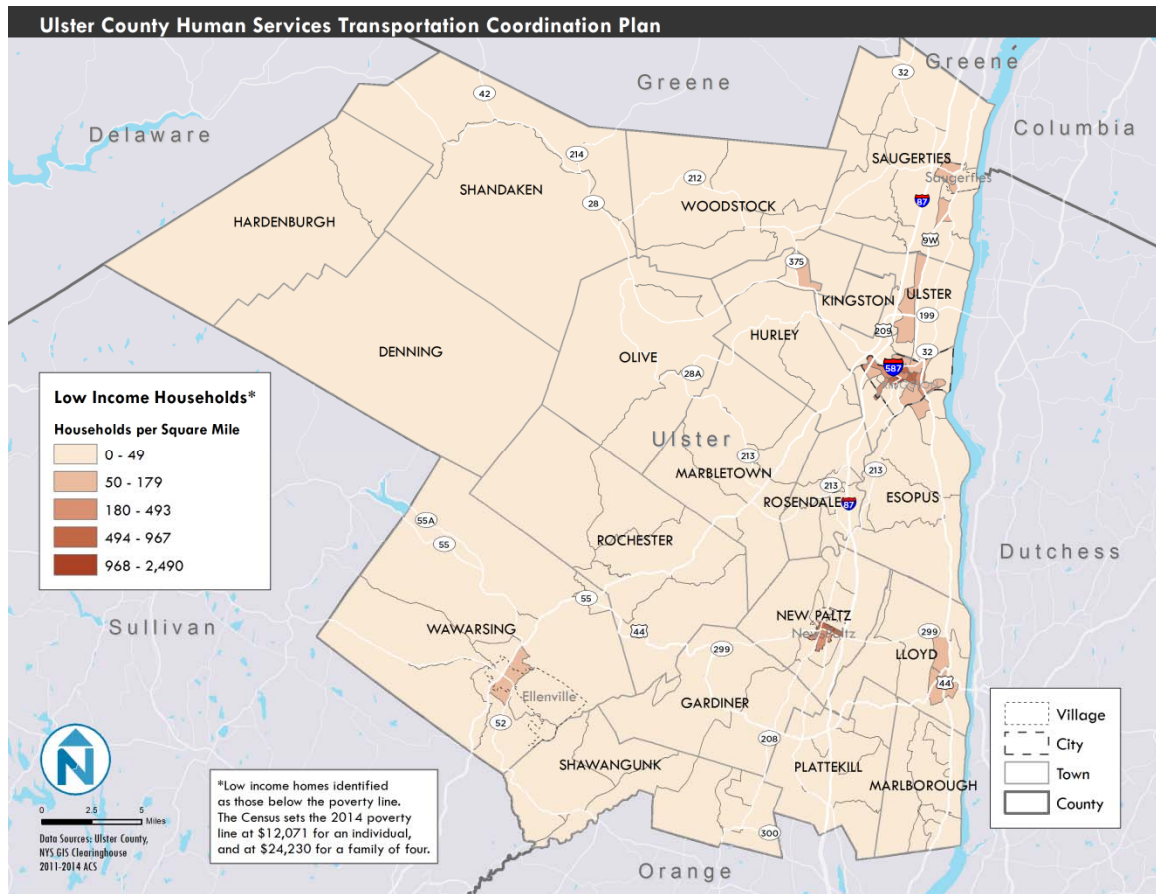
Within Ulster County, the largest concentration of people living in households below the poverty line are found in Kingston, and the towns of Saugerties, Wawarsing, New Paltz and Ulster. These five municipalities represent 52% of the county’s households living under the federal poverty level (see Figure 2-8). As shown in Figure 2-9, low-income households occur in higher concentrations closer to the east of the county and proximate to Interstate 87. Although only 14% of the county’s households live in the city of Kingston, 19% of Ulster’s low income households are in Kingston. The town of New Paltz also has a comparatively high proportion of low income households relative to its overall population.

Figure 2-8 Ulster County Households Below 200% Poverty Level

Area	Total	Percent of Total
Ulster County	50,960	100%
Kingston city	9,745	19%
Saugerties town	5,066	10%
Wawarsing town	4,167	8%
New Paltz town	3,964	8%
Ulster town	3,707	7%
Shawangunk town	3,539	7%
Plattekill town	2,959	6%
Lloyd town	2,590	5%
Marlborough town	2,335	5%
Esopus town	2,243	4%
New Paltz village	1,995	4%
Rochester town	1,850	4%
Rosendale town	1,693	3%
Ellenville village	1,513	3%
Gardiner town	1,430	3%
Saugerties village	1,245	2%
Hurley town	1,193	2%
Woodstock town	1,144	2%
Olive town	1,004	2%
Marbletown town	992	2%
Shandaken town	729	1%
Kingston town	296	1%
Denning town	228	0%
Hardenburgh town	86	0%
New York	6,213,949	0.9%

Source: 2014 American Community Survey Five Year Estimates.

Figure 2-9 Ulster County Low-Income Households



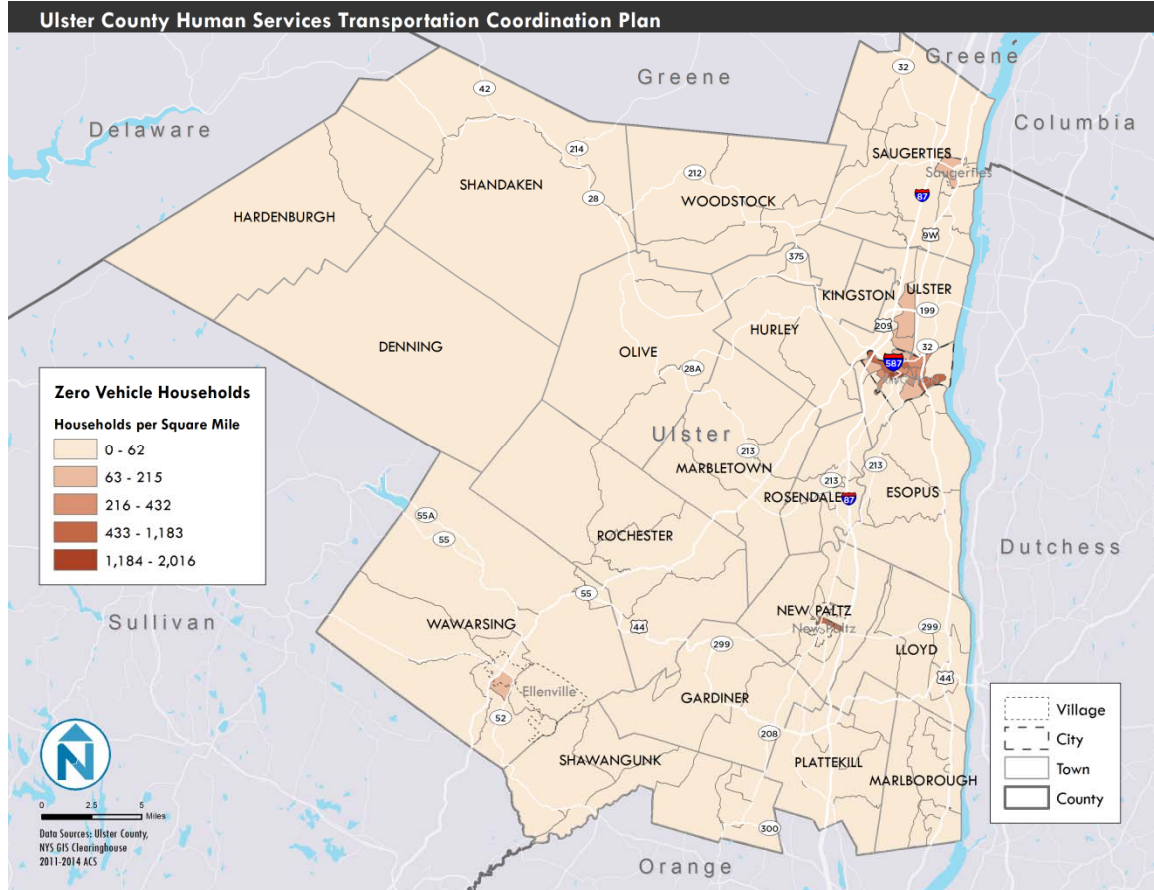
Source: 2014 American Community Survey Five Year Estimates.

Auto Access

Within Ulster County, the largest concentrations of people living in households without access to a vehicle are found in the City of Kingston, and the towns of New Paltz, Saugerties, Ulster, and Wawarsing. These five municipalities represent 74% of the county's zero-vehicle households. As shown in Figure 2-10, zero-vehicle households are concentrated within Kingston and the three villages in Ulster. Nearly 40% of all zero-vehicle households are located exclusively in the City of Kingston, despite that only 14% of households are in Kingston.

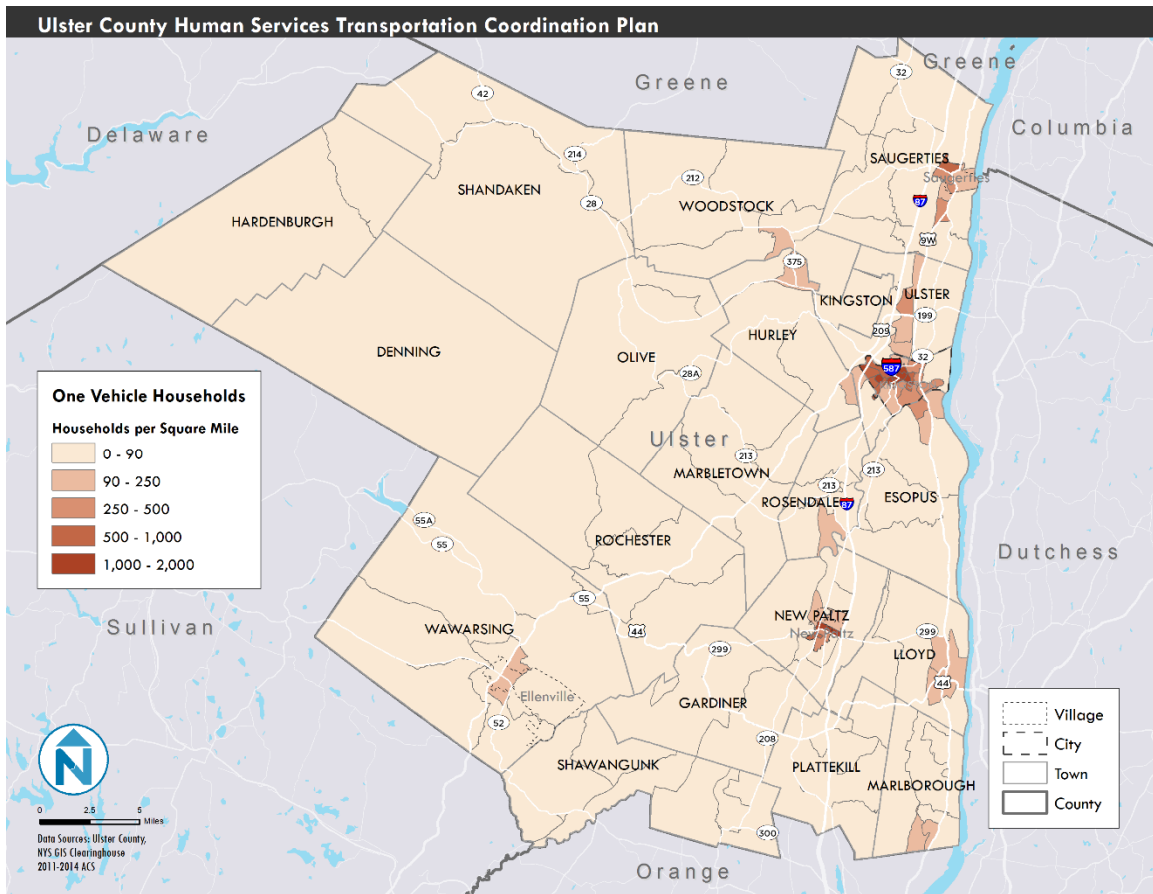
The largest concentrations of households with access to one vehicle are largely the same as those with access to no vehicles, as shown in Figure 2-11. The top five municipalities are the City of Kingston, and the towns of Saugerties, New Paltz, Ulster, and Lloyd, which together account for 45% of one-vehicle households. The fact that the top five places represent a much smaller share of all one-vehicle households than they do for zero-vehicle households reflects the fact that owning only one vehicle is much more widespread across Ulster County.

Figure 2-10 Zero-Vehicle Households



Source: 2014 American Community Survey Five Year Estimates.

Figure 2-11 Single-Vehicle Households

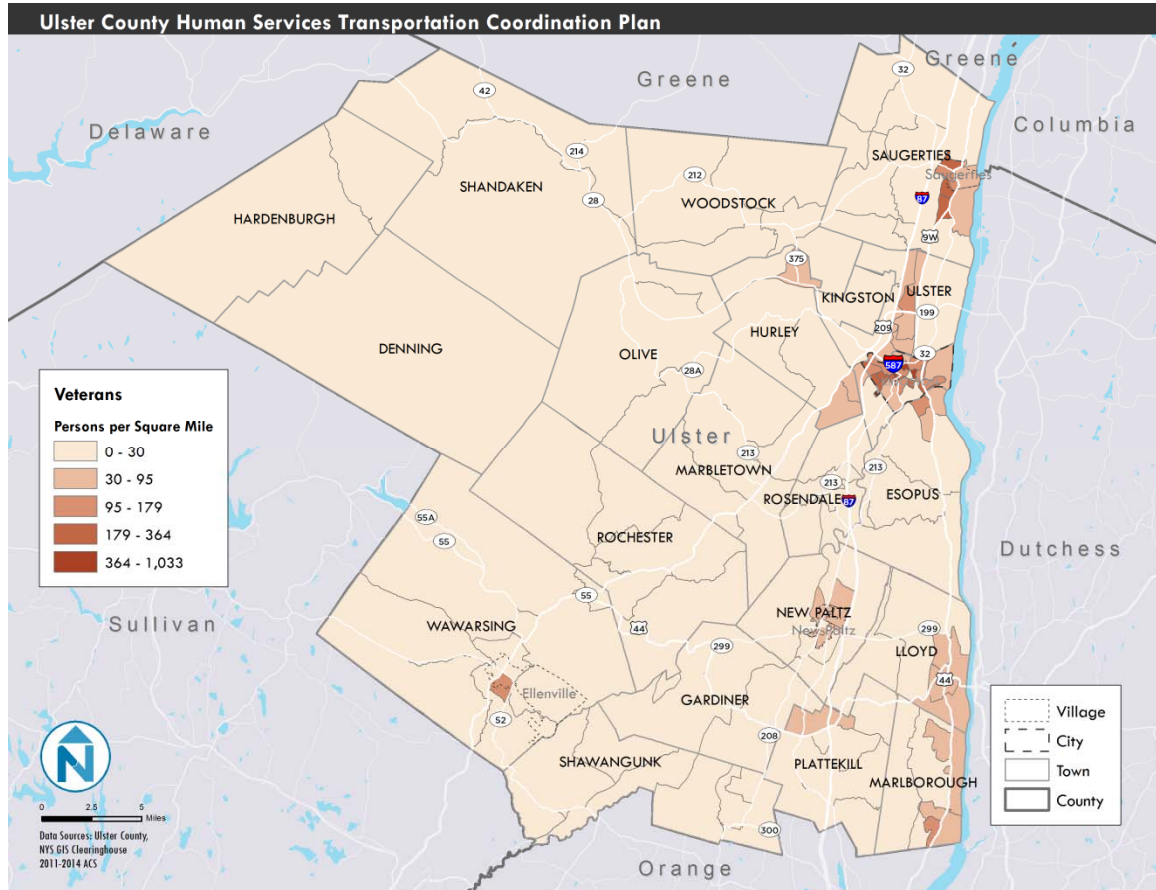


Source: 2014 American Community Survey Five Year Estimates.

Veteran Status

Veterans within Ulster County are clustered mostly within the City of Kingston and the Town of Saugerties, with significant concentrations also found in the towns of Ulster, Shawagunk and Lloyd. These five municipalities together account for 47% of the veteran population in Ulster County. Saugerties contains the largest population of veterans, with 14% of the veteran population living there, despite the town containing only 11% of the overall population of Ulster County.

Figure 2-12 Ulster County Veterans

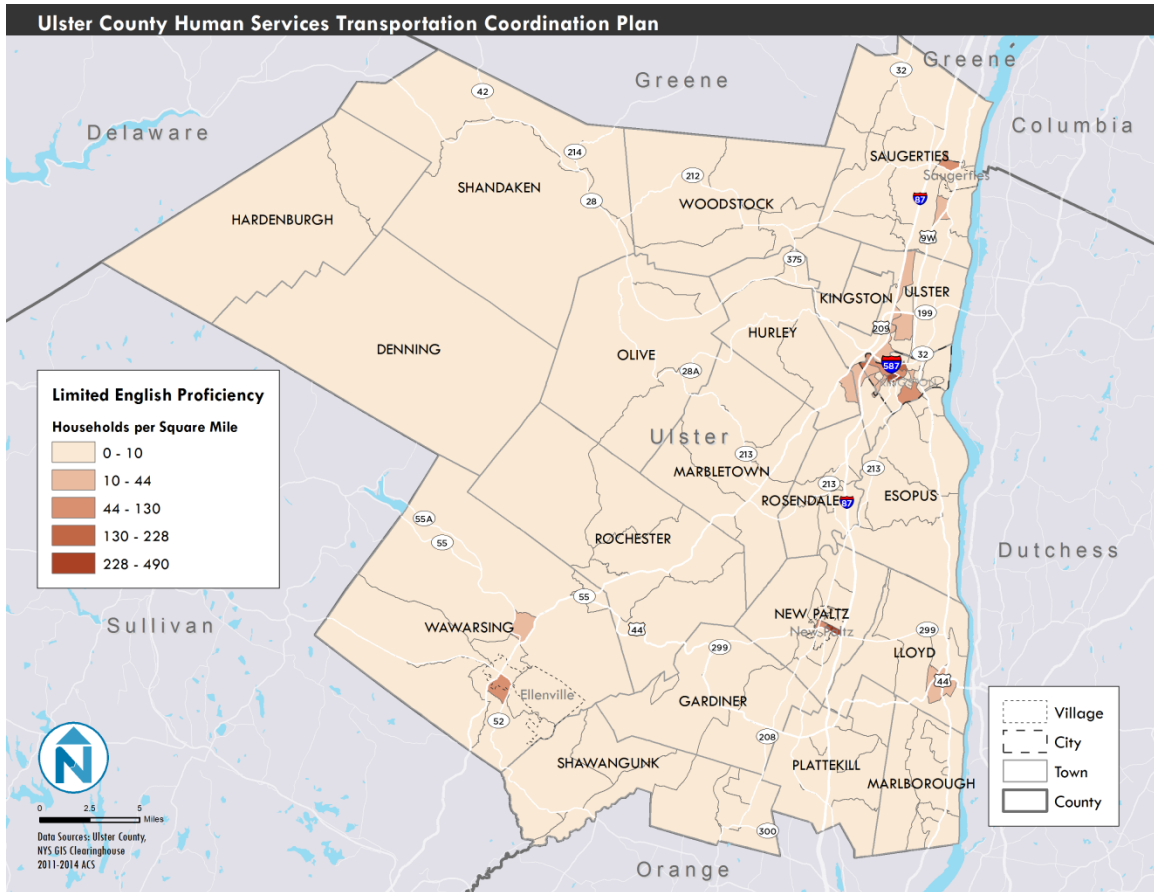


Source: 2014 American Community Survey Five Year Estimates.

Limited English Proficiency (LEP)

Residents with limited English proficiency in Ulster County are heavily concentrated in the City of Kingston, and the towns of Wawarsing and New Paltz. These three municipalities account for 57% of the limited English proficiency population. The City of Kingston alone represents 27% of the limited English proficiency population.

Figure 2-13 Ulster County Limited English Proficiency



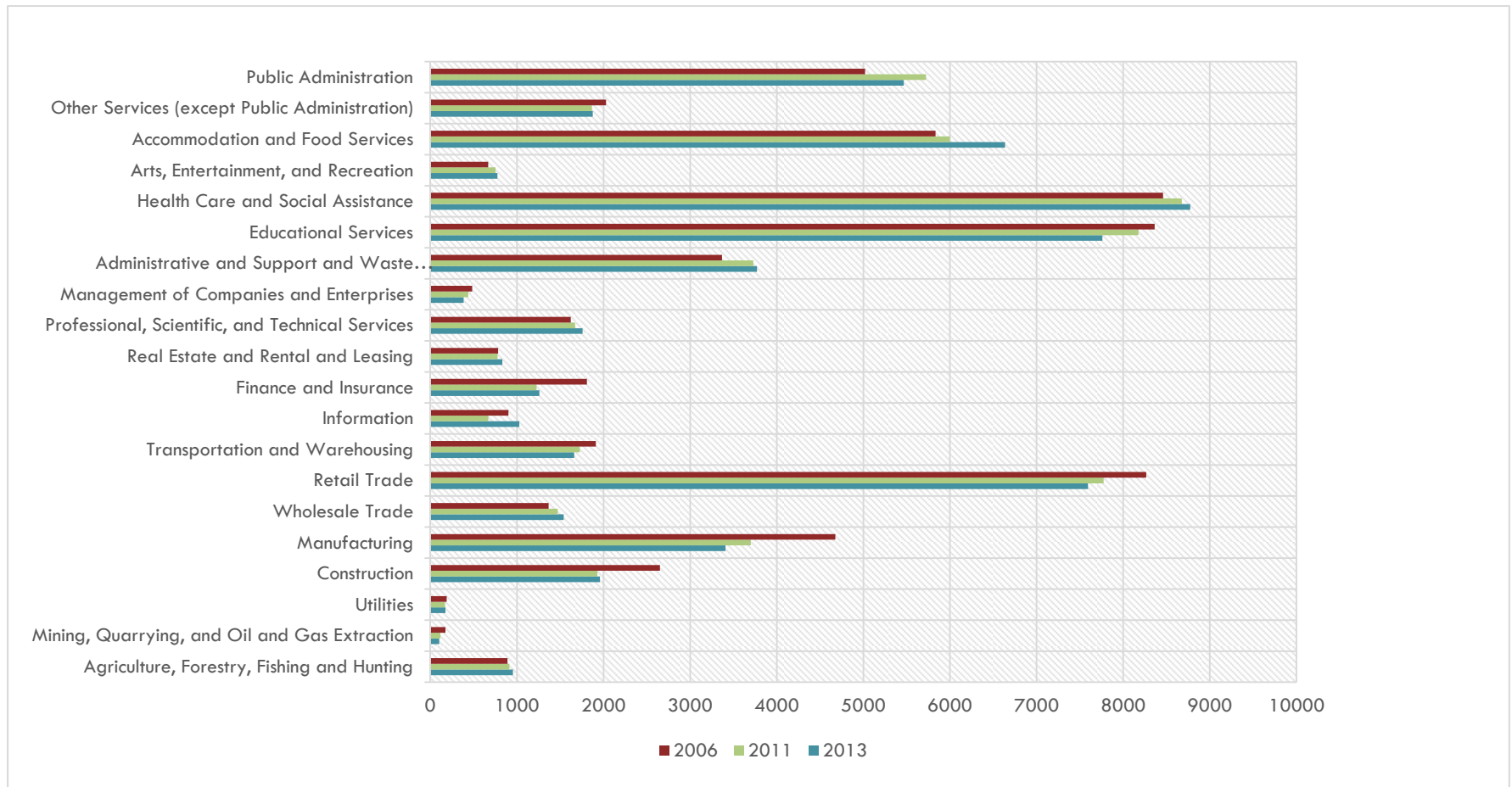
Source: 2014 American Community Survey Five Year Estimates.

Employment

The top industry sectors for jobs located in Ulster County are Health and Social Assistance, Educational Services, and Retail Trade (Figure 2-14). Public Administration and especially Accommodation and Food Services have made significant increases in employment since 2006, while sectors that are losing ground include Educational Services, Retail Trade, Manufacturing and Construction.*

* Source: Ulster County Transportation Council, Year 2040 Long Range Transportation Plan, 2015

Figure 2-14 Ulster County Jobs by Sector



Ulster County’s labor force has declined in recent years with 2014 posting the first increase in the labor force since 2006 (Figure 2-15). Over the same period, the unemployment rate has increased with the decrease beginning in 2013 and falling significantly in 2014, though remaining above the 2006 low. Ulster County’s unemployment trend has closely matched the statewide trend.¹

Figure 2-15 Ulster County Labor and Unemployment



Source: Ulster County Transportation Council, Year 2040 Long Range Transportation Plan, 2015

¹ Source: Ulster County Transportation Council, Year 2040 Long Range Transportation Plan, 2015

Major Destinations

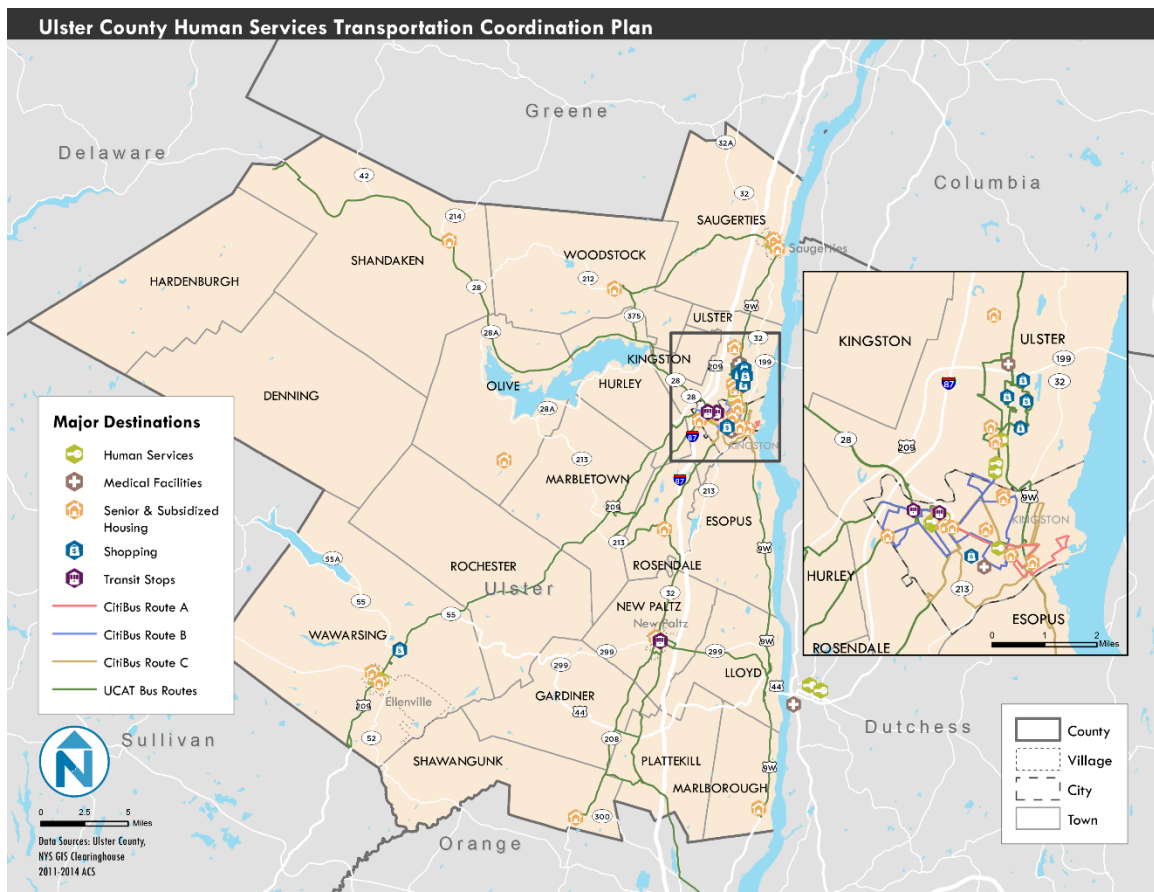
The above demographic analysis shows where the target populations live in Ulster County. In order to understand where the target populations want to travel, major destinations and employers have been mapped in Figure 2-16 and Figure 2-17. Major destinations in Ulster County include human services centers, medical services centers, shopping areas, senior and subsidized housing developments and transit stops.

These destinations were then layered over the existing Kingston Citibus and Ulster UCAT transportation routes to show whether the locations are currently accessible by public transportation. The UCAT routes were sourced from the 2012 Ulster County Transportation Development Plan and have changed slightly since 2012.

As shown in Figure 2-16, most major destinations are concentrated in the City of Kingston as well as towns in the eastern part of the county like Ulster, Saugerties and New Paltz. Senior and subsidized housing developments are the most dispersed type of major destination with locations throughout the county. Nearly every major destination has public transportation service through either Kingston Citibus or Ulster County Area Transit (UCAT). One housing destination in the Town of Olive is not currently served by UCAT.

The list of major destinations was compiled with assistance from UCTC and the Technical Advisory Committee (TAC). The list can be found in Appendix D.

Figure 2-16 Ulster County Major Destinations



Major Employers

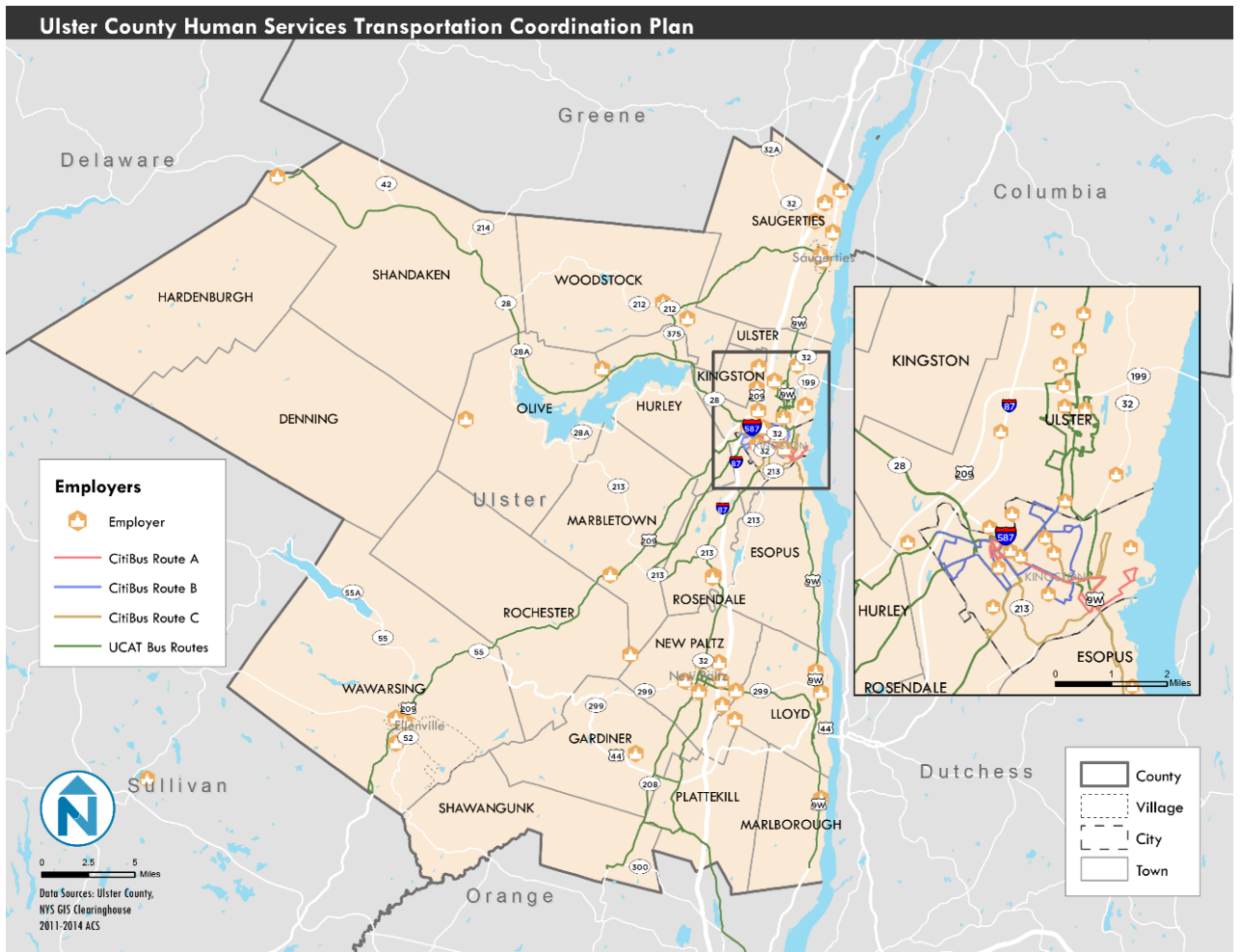
As shown in Figure 2-17, major employers in Ulster County are concentrated in the eastern part of the county, particularly the City of Kingston and the towns of Saugerties, Ulster and New Paltz (see Figure 2-17). As noted above, the major employer locations were layered over the existing Kingston Citibus and the 2012 Ulster UCAT transportation routes to show which locations are not accessible by public transportation.

While the majority of major employers are located near public transportation provided by Kingston Citibus or UCAT, a number of employers are not. These include a cluster of employers north of Saugerties as well as employers on the outskirts of New Paltz. Employers located more than a mile away from the fixed route transit system include:

- Carpenters Local 279 Council in Edison
- Elna Magnetics in Saugerties
- Mohonk Mountain House in New Paltz
- First Student in Saugerties
- Gillette Creamery in Gardiner
- LoDolce Machine Company, Inc. in Saugerties
- Mohonk Mountain House in New Paltz
- Prism Solar Technologies, Inc. in Highland
- White Plains Hospital Association in West Harrison
- Tongore Pines Senior Housing in Olivebridge

The list of major employers was compiled with the assistance of UCTC and the Ulster County Office of Employment and Training. The list contains the businesses that employed individuals who fall into the target population groups, primarily people with disabilities and people with low incomes. The list of major employers can be found in Appendix E.

Figure 2-17 Ulster County Major Employers



Overview of Transportation Services in Ulster County

The following is a summary of transportation services available in Ulster County. Information for this chapter was primarily derived from online surveys and interviews completed during April and May 2016. The provider list was first compiled with the assistance of UCTC and the TAC. Each provider was then emailed an online survey which asked them questions related to their service including the type of service, hours of operation, ridership, costs and revenues, vehicles, clients served, and other questions to understand the how each provider operates. Providers that did not respond to the survey or provided incomplete information were contacted by phone.

Information about taxicab companies that serve Ulster County was sourced from Medical Answering Services information included in the 2012 Ulster County Transit Development Plan.

Provider Organizations

There are three different types of provider organizations serving the target populations in Ulster County:

- Publicly-sponsored transit agencies: Kingston Citibus and Ulster County Area Transit
- Nonprofit social service agencies: Always There Home Care, Family of Woodstock, Inc., Gateway Industries, Jewish Family Service of Ulster County, and The ARC of Ulster-Greene
- Public human service agencies: Ulster County Office for the Aging, Ulster County Veterans Services, Ulster County Mental Health Department, and Ulster County DSS – Early Intervention and Preschool Services

Geographic Areas Served

As shown in Figure 2-18, most transportation providers operate throughout Ulster County. Only one provider, Gateway Industries, limits service to a specific portion of the County, Southeastern Ulster County. Two providers – The ARC of Ulster-Greene and Ulster County Area Transit – provide service to adjacent counties.

Figure 2-18 Provider Service Areas

Organization	Service Area
Always There Home Care	Ulster County
Family of Woodstock, Inc.	Ulster County
Gateway Industries	City of Kingston and Southeastern Ulster County
Jewish Family Services of Ulster County	Ulster County
Kingston Citibus	County of Ulster
The Arc of Ulster-Greene	Ulster and Greene Counties
Ulster Co Office of Employment & Training	Ulster County
Ulster County Area Transit	County of Ulster, Dutchess County to Metro-North, County of Orange, Newburgh
Ulster County DSS - Early Intervention & Preschool Services	Ulster County
Ulster County Office for the Aging	Ulster County
Ulster County Veterans Services	Ulster County
Ulster County Mental Health Department	Ulster County

Transportation Type

Throughout Ulster County, many of the transportation options available to riders are demand-response service (see Figure 2-19). There are only three fixed route service providers: Kingston Citibus, Ulster County Area Transit (UCAT), and Ulster County Veterans Services. Veterans Services provides fixed route service from pickup points in Ellenville, Saugerties, and Kingston to nearby VA medical facilities in Ulster County and Albany.

UCAT and Kingston Citibus both provide complementary ADA Paratransit service on the same days and times as the fixed route service. UCAT's ADA paratransit system has an extended service area of a 1.5-mile boundary beyond the fixed-route service. Kingston Citibus Paratransit provides service within the standard $\frac{3}{4}$ mile boundary of fixed route service.

Service Delivery

As shown in Figure 2-19, the predominant method of service delivery is direct operation of the provider's own vehicles; eight organizations provide service in that manner. Three organizations either coordinate the services of volunteers who provide rides in their own vehicles, or coordinate volunteer services in addition to operating their own fleets or purchasing service from another provider. Two organizations purchase service. Only one organization, Arc of Ulster-Greene, operates contract service for other organizations.

ULSTER COUNTY COORDINATED PLAN 2016 UPDATE | FINAL | EXISTING CONDITIONS

Ulster County Transportation Council (UCTC)

Figure 2-19 Provider and Service Information

Organization	Organization Type	Service Delivery	Transportation Type	Population Served	Trip Type	Monday-Friday Hours	Saturday Hours	Sunday Hours
Always There Home Care	Human Service Agency - Nonprofit	Direct transportation using agency vehicles	Demand-Response	People with Disabilities	Program related	On-call	n/a	n/a
Family of Woodstock, Inc.	Human Service Agency - Nonprofit	Direct transportation using agency vehicles Coordinate volunteers who provide services with private vehicles	Demand-Response Volunteer Drivers	People with Disabilities Adults (ages 18-59) Seniors (ages 60+) Medicaid-eligible individuals	All Trip Types	On-call	On-call	On-call
Gateway Industries	Human Service Agency - Nonprofit	Direct transportation using agency vehicles	Demand-Response	People with Disabilities Seniors (ages 60+)	Employment Program related	6:45 AM - 4:30 PM	6:45 AM - 4:30 PM	6:45 AM - 4:30 PM
Jewish Family Services of Ulster County	Human Service Agency - Nonprofit	Coordinate volunteers who provide services with private vehicles	Volunteer Drivers	People with Disabilities Seniors (ages 60+)	All Trip Types			
Kingston Citibus	Publicly Sponsored Transit Agency	Direct transportation using agency vehicles	Fixed Route Demand-Response	General Public	All Trip Types	6:30 AM – 7:30 PM	9:30 AM – 7:30 PM	n/a
The Arc of Ulster-Greene	Human Service Agency - Nonprofit	Direct transportation using agency vehicles Provide contract transportation for other agencies	Demand-Response	People with Disabilities Adults (ages 18-59) Seniors (ages 60+) Medicaid-eligible individuals	All Trip Types	6:00 AM – 10:00 AM 2:00 PM – 5:00 PM	n/a	n/a
Ulster County Area Transit	Publicly Sponsored Transit Agency	Direct transportation using agency vehicles	Fixed Route Demand-Response Special Events	General public ADA eligible individuals	All Trip Types	5:00 AM – 10:30 PM	8:00 AM – 8:00 PM	8:00 AM – 7:00 PM
Ulster County DSS - Early Intervention & Preschool Services	Human Service Agency - Public	Purchase transportation services from another Company (Birnie Bus)	Demand-Response	People with Disabilities Children (ages 12 and under) Medicaid-eligible individuals	Program related			
Ulster County Office for the Aging	Human Service Agency - Public	Purchase transportation services from another agency (UCAT) Coordinate volunteers who provide services with private vehicles	Demand-Response	Seniors (ages 60+)	Medical Shopping	8:00 AM – 5:00 PM	n/a	n/a
Ulster County Veterans Services	Human Service Agency - Public	Direct transportation using agency vehicles	Fixed Route Special Events Demand-Response	Veterans: all ages and disabilities	Medical only	7:30 AM – 6:00 PM On-call 24 hours	On-call 24 hours	On-call 24 hours

Rider and Trip Eligibility

The majority of transportation providers serve clients who are over a certain age and/or have a disability, as shown in Figure 2-19. Kingston Citibus and Ulster County Area Transit both serve the general public, while Ulster County Veterans Department serves veterans of all ages and with all types of disabilities.

More than half of the transportation providers offer transportation for all trip types; others restrict service to medical trips, program-related trips, and/or employment-related trips only.

Days and Hours of Service

As shown in Figure 2-19, many transportation providers operate Monday-Friday with extended hours, early in the morning starting around 6:30 am and ending around 6:00 pm. Weekend hours are more limited and several providers do not operate on the weekend, including Always There Home Care, the Arc of Ulster-Green, and Ulster County Office for the Aging. Additionally, Kingston Citibus does not operate on Sundays.

Fares

Only three providers charge a fare for transportation services. Kingston Citibus charges \$1.50-2.00 for a one-way fixed route trip and \$3.00-\$4.00 for a one-way demand-response trip. Ulster County Area Transit charges \$1.50 for local service and \$2.00 for out of county service. Gateway Industries charges Supported Work individuals, one of their employment programs for people with disabilities, a fee of \$1.00 to \$3.00 per one way trip.

Operating Statistics

As shown in Figure 2-20, level of service varies widely among the transportation providers in Ulster County. The Arc of Ulster-Green and Ulster County Area Transit provide the highest number of one-way trips in an average week—1,600 and 2,000, respectively. Ulster County Veterans Services provides the lowest number of trips for a demand-response provider and Jewish Community Services only provides 30 volunteer driver trips.

UCAT serves the most riders at about 1,220 per week, with the Arc of Ulster-Greene coming in second with 800 clients per week. Family of Woodstock serves about 300 clients per week, including their volunteer driver program. Worth noting is that Ulster County Office for the Aging serves only 40 clients, but they provide approximately 260 trips per week.

Figure 2-20 Operating Statistics

Provider	One-way Trips (weekly estimates)				Riders/Clients (weekly estimates)		
	Monday-Friday	Saturday & Sunday	Total	Total Non-Ambulatory	Monday-Friday	Saturday & Sunday	Total
Family of Woodstock, Inc.(including volunteer drivers)					150	150	300
Gateway Industries	887		887	34	124		124
The Arc of Ulster-Greene	2,500		2,000		800		800
Ulster County Office of Employment & Training					125		125
Ulster County Area Transit (Demand Response)			185				
Ulster County Area Transit (Fixed Route)			8,104				
Ulster County Office for the Aging (all transportation)	260		260		40		40
Ulster County Veterans Services	60		60		60		60
Volunteer Driver Program							
Jewish Community Services	30		30		20		20

Note: UCAT figures were sourced from the 2014 NTD Agency Profile report.

FY 2015 Funding

Only four transportation providers were able to provide budget information for Fiscal Year 2015. As shown in Figure 2-21, Family of Woodstock has the smallest transportation budget, while Ulster County Area Transit has the largest.

Figure 2-21 FY 2015 Funding

Organization	Operating Budget	Capital Budget	Total
Family of Woodstock, Inc.	\$67,670	\$4,150	\$71,820
Ulster County Area Transit (Demand Response)	\$512,697	\$271,188	\$783,885.00
Ulster County Area Transit (Fixed Route)	\$4,233,192	\$146,024	\$4,379,216.00
Ulster County Office for the Aging	\$110,216	\$29,913	\$140,129
Ulster County Veterans Service	\$100,241	\$45,00	\$145,241

Note: UCAT figures were sourced from the 2014 NTD Agency Profile report.

Vehicle Fleets

Only five providers offered information on the number and type of vehicles that they have available for service, as shown in Figure 2-22. The Arc of Ulster-Green has the largest fleet with 140 vehicles, which is more than three times as many vehicles as Ulster County Area Transit. Gateway Industries operates 25 vehicles, while Ulster County Veterans Services and Family of Woodstock have six vehicles each. All five of these providers send their vehicles offsite to a service station for maintenance; none of them have a maintenance department onsite.

Figure 2-22 Vehicle Fleets

Organization	15-passenger vans	Light-duty bus	Medium-duty bus	Transit bus	Minivan	Car/ sedan	Total vehicles	Maint.
Gateway Industries	12	0	0	0	7	6	25	Offsite
The Arc of Ulster-Greene	0	0	0	0	0	0	140	Offsite
Ulster County Area Transit (Fixed Route)	1	7	6	11	2	0	27	On Site
Ulster County Area Transit (Paratransit)	0	5	0	0	0	0	5	On Site
Ulster County Veterans Services	1	1	0	0	2	2	6	Offsite
Family of Woodstock	0	0	0	0	0	0	6	Offsite
Total Vehicles	14	13	6	11	11	8	209	

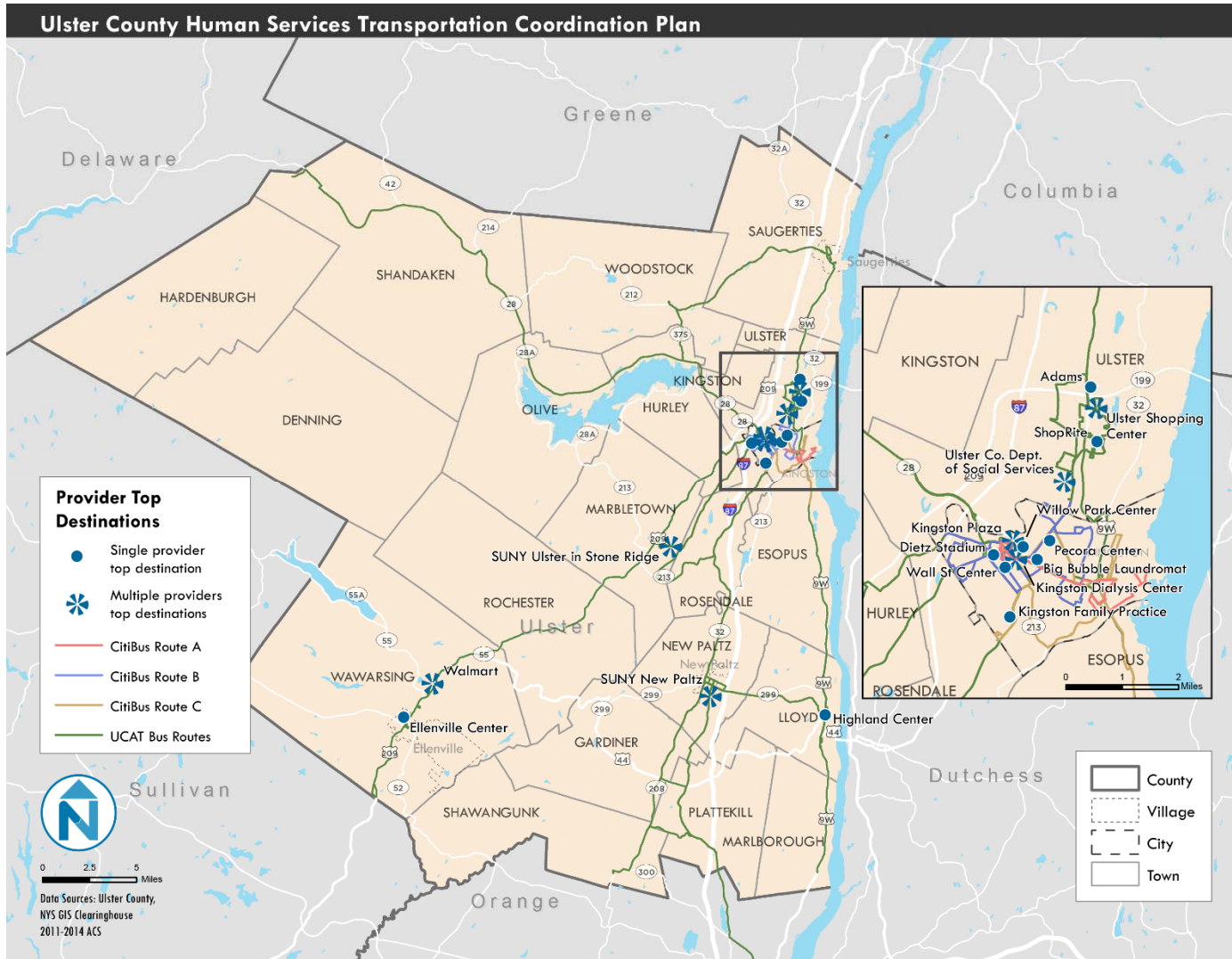
Provider Top Destinations

Transportation providers were asked to note the top five destinations to/from which they transport their customers. This information is shown in Figure 2-23. The top destinations for multiple providers are as follows:

- Kingston Plaza area
- Ulster Shopping Center
- Ulster County Department of Social Services
- SUNY New Paltz
- SUNY Ulster in Stone Ridge
- Walmart in Ellenville
- Kingston Dialysis Center

ULSTER COUNTY COORDINATED PLAN 2016 UPDATE | FINAL | EXISTING CONDITIONS
 Ulster County Transportation Council (UCTC)

Figure 2-23 Provider Top Destinations



Current Coordination Efforts

Several transportation providers currently collaborate transportation services in a variety of ways:

- Gateway Industries purchases transportation from UCAT and Kingston Bus for wheelchair accessible trips. They also purchase service from First Student.
- The Arc of Ulster-Greene coordinates Greene County Transit service with Arc transit services in Greene County. The Arc plans to coordinate transportation services between Greene and Ulster Counties in the near future. The organization has worked with the Greene County Legislature since 2014 to acknowledge the need for enhanced public transportation in the county.
- Ulster County Office for the Aging purchases transportation passes from UCAT.

The above providers are willing to discuss additional ways to collaborate and coordinate.

Taxi Services

Below is a list of taxi companies that serve Ulster County. This list was provided by Medical Answering Service of New York State website and shows taxi companies that provide service in Ulster County in 2016 and include:

- Abe's Taxi (Ellenville)
- Green Taxi (New Paltz)
- Kingston Call-a-Cab (Kingston)
- Kingston Kabs/Blue Top (Kingston)
- Lee's Taxi Shuttling Inc. (New Paltz)
- New Paltz Taxi/Glenn Stagecoach (New Paltz)
- Peter's Taxi (Kingston)

This list excludes medical motor services that operate in Ulster County.

PROFILES OF TRANSPORTATION PROVIDERS

This chapter presents a brief overview of the transportation services provided by public transit providers and human service transportation providers.

Public Transportation Providers

Two entities operate most of the public transit service that is available in Ulster County: Kingston Citibus and Ulster County Area Transit.

Kingston Citibus

Address: 17 Hoffman Street, Kingston

Kingston Citibus operates three bus routes in the City of Kingston. One bus routes also serves Port Ewen. Service is available Monday through Friday 6:30 a.m. to 7:30 p.m. and Saturday 9:30 a.m. to 7:30 p.m. The three bus routes are as follows:

- Route A connects Hannaford's in the Kingston Plaza shopping center with both the uptown and the Rondout areas of Kingston via Broadway.
- Route B connects Hannaford's in the Kingston Plaza shopping center with both Hurley Avenue and the Business Resource Center via the uptown and the midtown areas of Kingston.
- Route C connects Hannaford's in the Kingston Plaza shopping center with Port Ewen via both the Rondout and Golden Hill areas of Kingston.

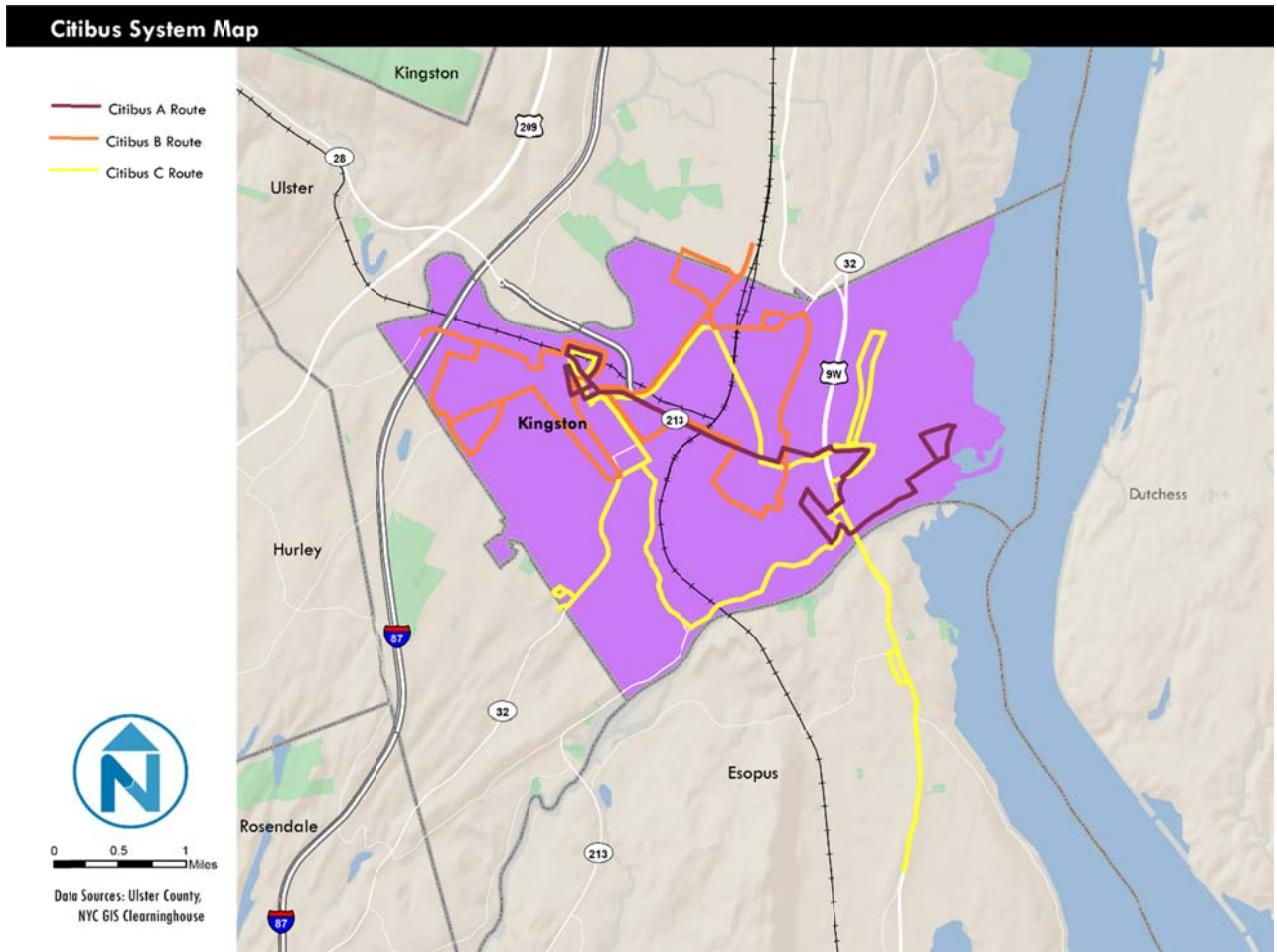
These three services are provided year round. While the three routes converge on Hannaford's, they do not operate on a "timed transfer" basis.

The Kingston Citibus costs passengers \$1.50 within the city limits and \$2.00 to/from Port Ewen. Transfers cost an additional \$0.50. Veterans may ride the system for free.

Kingston Citibus also provides complementary ADA Paratransit services to older adults and people with disabilities. Service is available during the same days and hours as the fixed-route service. Users must first apply and be approved to become an eligible user. Upon approval reservations are required at least 24 hours in advance. The fare for Citibus paratransit service is \$3.00 per trip within the City of Kingston and \$4.00 per trip outside the city limits.

Figure 2-24 shows the Kingston Citibus System Map created as part of the 2012 Ulster County Transportation Development Plan. The service routes have not changed since this map was created.

Figure 2-24 Kingston Citibus System Map



Ulster County Area Transit

Address: 1 Danny Circle, Kingston

Ulster County Area Transit (UCAT) provides service within Ulster County, with connections to Newburgh, Orange County, and Metro-North in Dutchess County. The agency provides fixed-route service, complementary ADA paratransit, and demand-response service for older adults and communities that are not served by the fixed-route service. UCAT operates seven days a week, with weekday service running from 5:00 a.m. to 10:30 p.m. and weekend service operating from 8:00 a.m. to 8:00 p.m. on Saturdays and 8:00 a.m. to 7:00 p.m. on Sundays. The fixed route fare is \$1.50 for local destinations and \$2.00 for destinations outside the county. UCAT's fleet consists of 32 vehicles. UCAT's fixed-route services are shown in Figure 2-26.

From the system hub at the Kingston Plaza shopping center in Kingston, UCAT takes passengers to destination across Ulster County, with top destinations including the mall area and Ulster County Department of Social Services in the Town of Ulster, SUNY Ulster in Stone Ridge, and SUNY New Paltz.

In addition to the fixed-route system, UCAT's ADA paratransit system operates on the same days and times as the fixed-route system and has an extended service area of a 1.5 mile boundary beyond the fixed-route service.

The UCAT Senior Transportation Program is run through a partnership with Office of the Aging. Adults age 60+ must apply to be eligible for the program. Reservations must be made at least a day in advance (up to a week in advance). Riders receive one free shopping ride per week and two free medical-related rides. Riders call UCAT directly to schedule trips. UCAT recently acquired a new wheelchair accessible vehicle with Section 5310 funds that will be dedicated to the Senior Transportation Program, but will also occasionally come along with other UCAT passengers.

UCAT's Rural Route program operates in areas that are not served by the regular routes on certain days of the week. This service is open to the public, but same as the Senior Transportation Program, older adults found eligible by the Office for the Aging are allowed to take up to three free trips per week. Members of the public must pay a fare of \$1.50 each way. A Mobile Data Terminal (MDT) system in the bus provides routing and will identify passengers who are signed up for the Senior Transportation Program. The vehicles are usually comingled with the general public and members of the Senior Transportation Program.

UCAT also allows non-ADA-eligible individuals to meet the paratransit vehicle along the route and board for a trip if space is available; individual needs to call UCAT in advance to arrange for this service.

UCAT also provides contracted service with many of the areas human service providers, including: The Arc of Ulster-Greene, Alzheimer's Association of Ulster County, Ulster County Adult Protective Services, Orange-Ulster BOCES School, Department of Social Services, Catholic Charities, Department of Social Services-Child Protective Services, Department of Social Service – Temporary Assistance, Family of Woodstock (Ellenville, Woodstock, New Paltz), Gateway Industries, Ulster County Mental Health, New Horizons, Office for the Aging, Department of Employment and Training, SUNY New Paltz Student Association, and Rosendale Seniors.

For Medicaid-eligible riders, UCAT is reimbursed by Medicaid for the fare. UCAT reservationists will ask the clients if they are Medicaid-eligible to determine what programs they are eligible for (or in the case of the OFA program, what they are not eligible for).

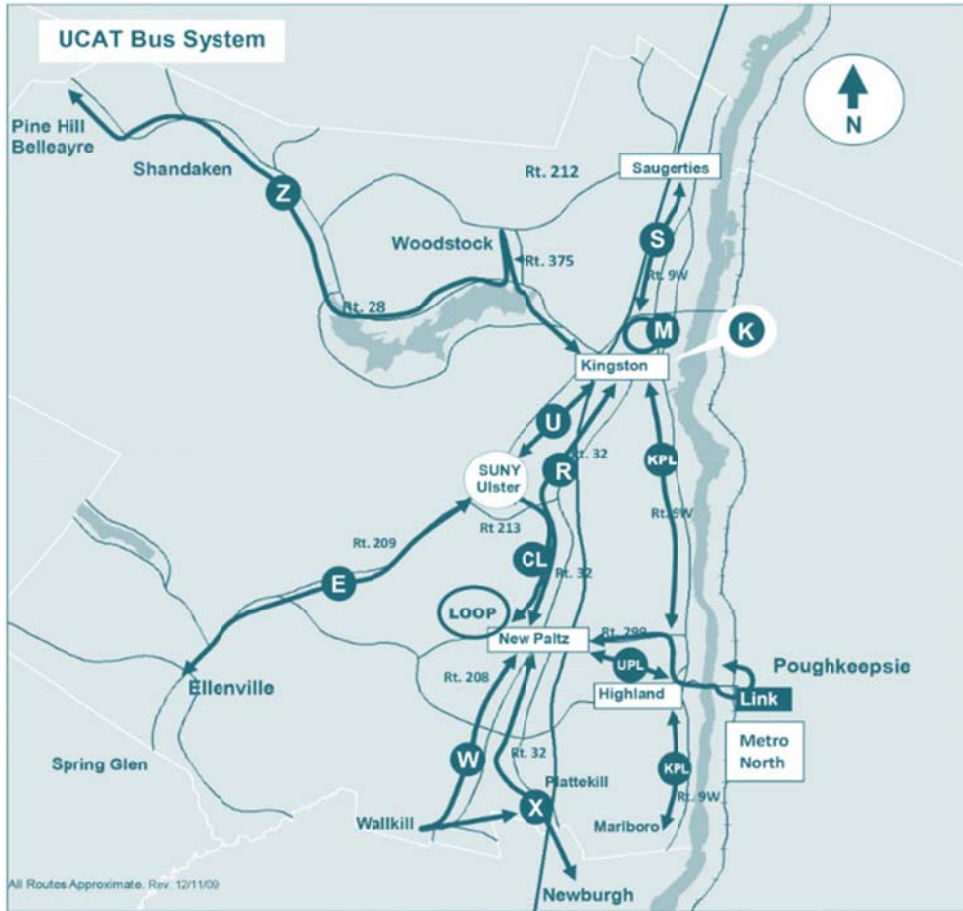
Figure 2-25 Rural Route Areas and Days of Service

Days	Every	Every	Every	1st	2nd 4th	3rd	Every	Every
From	Mon	Tues	Wed	Wed.	Wed.	Wed.	Thur	Fri.
Boiceville		X						
Clintondale							X	
Connelly								X
Ellenville				X				
Gardiner							X	
Highland					X	X		
High Falls			X					
Marlboro					X	X		
Mt. Marion		X						
New Paltz					X		X	
Olivebridge		X						
Pine Bush							X	
Pine Hill	X							
Port Ewen								X
Rifton							X	
Rosendale			X					
Saugerties		X						
Shokan		X						
Tillson			X					
Ulster Park								X
Wallkill							X	
Woodstock		X						

Source: UCAT Website

Using a mix of revenue sources, UCAT operates on a \$5.2 million operating budget. On a typical weekday, UCAT provides transportation services to over 8,000 people for trips that range in nature from employment, educational, and medical to shopping and recreational.

Figure 2-26 UCAT System Map



Human Service Transportation Providers

Always There Home Care

Address: 918 Ulster Avenue, Kingston

Always There Home Care is an adult day program for adults with disabilities. The organization offers door-to-door transportation for day program clients to the Always There Day Program facility in Kingston. Drivers are certified by the Community Transportation Association of America's CTAA-PASS Certification Program. Always There owns its own vehicles (approximately three vehicles) and they are equipped with wheelchair lifts.

The Arc of Ulster-Greene

Address: 471 Albany Street, Kingston

The Arc of Ulster-Greene provides private, non-profit ambulatory and wheelchair transport for older adults and people with developmental disabilities age 21 and older throughout Ulster and Greene counties. The organization has fixed-route and demand-response routes that provide a

significant portion of the transportation for clients who live in their own homes and access Arc programs. They also provide at least two vehicles (buses, vans or mini-vans) for each of their residential facilities and multiple vehicles for their day programs.

The agency maintains a fleet of over 140 vehicles that are utilized throughout both counties for houses, programs and transportation. There are approximately 20 dedicated vehicles that are providing services from 6:00 a.m. to 10:00 a.m. and again from 2:00 p.m. to 6:00 p.m., Monday through Friday. The service operates along fifteen fixed routes in Ulster County and requires that users schedule trips one day in advance. They provide about 500 trips per day. All of the top destinations for the service in Ulster County are habilitation centers around the county, including Pecora Day, Willow Park, Ellenville, Highland Day, and Wall Street.

The Arc of Ulster-Greene employs a Mobility Manager for Greene County, but not for Ulster County. The Mobility Manager's role is to coordinate and collaborate with other human service providers in Greene county and adjacent counties to increase cost efficiencies. The Mobility Manager also oversees Greene County Transit, which is coordinated with Arc Transit.

Family of Woodstock, Inc.

Address: 39 John Street, Kingston

Family of Woodstock, Inc. is a human services agency focused on crisis prevention services, including a network of shelters, child care programs, and case management services. The agency runs six shelter programs; each program has one vehicle for use by shelter staff to transport clients to appointments. The vehicles were donated and range in model year from 1998 to 2010, with an average of 177,000 miles. Additionally, agency staff frequently transport clients using staff-owned vehicles. There are approximately 25 staff that provide transportation services to clients. There are also approximately 10 volunteer drivers who provide transportation on an as-needed basis. Staff and volunteers are reimbursed at \$0.42 per mile. Transportation service is available seven days a week as needed.

Trip types include medical, shopping, recreational, and program-related trips. Top destinations include Walmart, Ulster County Department of Social Services, Kingston Plaza, and shopping destinations in the Town of Ulster.

The agency budgeted \$71,802 for transportation in FY 2015; \$67,670 for operating expenses and \$4,150 for capital expenses.

Gateway Industries

Address: 1 Amy Kay Parkway, Kingston

Gateway Industries provides bus and van transport for older adults and people with disabilities age 19 and older. The organization operates its own fleet of 25 vehicles providing transportation services to the City of Kingston and southeastern Ulster County. Service hours of operation are approximately 6:30 a.m. to 4:30 p.m. Monday-Friday, while the residential transportation program (van service) operates 24 hours per day, seven days per week.

Gateway Industries provides a fixed-route service that picks up specific individuals on a defined schedule transporting them to programs. Several vehicles are also used for demand-response service that picks up individuals by request; these trips are scheduled at least 48 hours in advance. While these services are covered by fees for most customers, the Supported Work clients purchase tickets that cost between \$1 and \$3 depending on the distance traveled.

Approximately 125 clients utilize the transportation service Monday-Friday, totaling about 890 trips. About 25 of these trips require wheelchair vehicles; Gateway Industries contracts with Ulster County Area Transit for these trips. Gateway Industries also contracts with First Student Charter Bus. Top destinations include Gateway Industries, Pinegrove Center, Institute for Family Health, Hudson Valley Mall, and the Department of Mental Health.

Jewish Family Services of Ulster County

Address: 280 Wall Street, Kingston

Jewish Family Services (JFS) of Ulster County is a social service nonprofit focused on mental health services for older adults. JFS provides a wide range of services, including programs that address the transportation challenges that face older adults living in rural Ulster County. The agency's volunteer driver program coordinates free trips for older adults with volunteers who provide the services with private vehicles. The service requires a two-week advance reservation and is not available in all parts of the county.

Jewish Family Services has five volunteer drivers, but several of them only transport specific clients and are not willing to transport others. The organization had additional volunteers until recently; they lost several as the school year ended. Volunteer drivers transport clients Monday-Friday between 6:00 a.m. and 4:30 p.m. They reimburse drivers \$0.20 per mile. Volunteers transport about 20 clients per week, serving approximately 30 one-way trips. The service is available throughout Ulster County, but if a person wants to travel over the border into another county, they are not allowed to do so, even if they live on the border of that other county.

The top destination for trips include important shopping destinations like Walmart, Shoprite and Adams, as well as medical-related destinations like Kingston Family Practice.

Ulster County Department of Social Services – Early Intervention & Preschool Services

Address: 1071 Development Court, Kingston

The Ulster County Department of Social Services' Early Intervention & Preschool Services programs provide services to children aged five and under with disabilities. The agency contracts with Birnie Bus to provide transportation for children to and from preschool special education schools. They also offer travel reimbursements to parents taking children to and from service locations.

Ulster County Office for the Aging

Address: 1003 Development Court, Kingston NY

Ulster County Office for the Aging (OFA) provides demand-response wheelchair transport for older adults and people with disabilities age 60 and older throughout Ulster County using Ulster County Area Transit (UCAT) drivers and OFA vehicles. OFA has two vehicles for transporting seniors, a bus and a paratransit van, which are both maintained offsite. Service hours of operation are daylight hours Monday through Friday. Service area is Ulster County only. Service is available for an unlimited number of medical appointments and one shopping trip per week. This service is funded with state and federal grants, with a county match. Consumers must schedule trips one week in advance. Top destinations on OFA transportation services include the mall area in the Town of Ulster, SUNY Ulster in Stone Ridge, Kingston Plaza, the Ulster County Department of Social Services in the Town of Ulster, and SUNY New Paltz.

OFA also contracts with UCAT for approximately \$65,000 per year for shopping and medical trips for seniors. Seniors can sign up for one free shopping trip and two free medical trips per week. Seniors call OFA or UCAT to schedule a trip. The medical vans are used to provide demand-response trips. There are also vans that make regular trips to shopping spots around the county. Seniors 60 and up are eligible and are allowed to bring a caregiver. The service is free for them. If a senior is utilizing one of their free trips during a week, they can utilize either the OFA senior van or the UCAT Paratransit service. The OFA senior van is usually utilized for people who are outside of the mile paratransit boundary. Medicaid-eligible seniors are not eligible to receive free transportation as part of the OFA program, but they can pay cash for the shopping trips.

Travel training is provided by both OFA and UCAT; UCAT's service is for the general public (including people with disabilities) and OFA's travel training is geared towards seniors.

Additionally, OFA has a volunteer driver program called Neighbor-to-Neighbor, which was formerly the RSVP Volunteer Driver program at SUNY Ulster. Neighbor-to-Neighbor Program was developed to provide support services to older adults who are chronically ill, frail, elderly or disabled. Volunteers use their own vehicles to provide transportation for their clients, primarily to medical and medical-related appointments and occasionally to shopping and other appointments. This service is open to all adults age 60 and over. The program uses 35 volunteer drivers and five volunteer coordinators (also volunteers) who help to schedule trips. The number riders and ride requests has doubled in the last year. Volunteers are reimbursed \$0.39 per mile. In March 2016, 45 clients utilized the service, taking 82 trips, traveling 2,825 miles. The program costs approximately \$7,000 per year for reimbursements and \$500 for additional insurance riders. The program is funded through county funds.

Ulster County Veterans Services Agency

Address: 5 Development Court, Kingston

Ulster County Veterans Services Agency (UCVSA) assists Ulster County veterans and their families with obtaining medical, disability, and pension and education benefits from state and Federal sources. In addition, UCVSA provides a variety of support programs, including several transportation services. UCVSA operates fixed-route service providing transportation from pick-up points in Ellenville, Saugerties, and Kingston to nearby VA medical facilities in Ulster County and Albany. They also provide transportation to special events and limited demand-response services to nearby VA Hospitals, such as Stratton VA Medical Center in Albany from Kingston. All transportation requires advance reservation.

While transportation service is available on-call 24 hours a day, seven days a week, general operating hours are from 7:30 a.m. to 5:00 p.m. UCVSA owns a six-vehicle fleet, with vehicle maintenance handled by contracted providers. All trips are medical in nature with Kingston Hospital, Kingston Dialysis Center, Dietz Stadium, and Albany VA Medical Center serving as top destinations.

Additionally, many veterans utilize the Ulster County Area Transit (UCAT) fixed route system; approximately 3,000 veterans travel via UCAT each year.

Missing Provider Information

Several providers were contacted on numerous occasions to collect information, but did not respond. It is suspected that these organizations provide limited transportation services for their clients, but this could not be confirmed.

- **Health Alliance of the Hudson Valley** located at 105 Mary's Avenue and 396 Broadway, Kingston, is a non-profit medical facility providing care to the Kingston area.
- **Multi-County Community Development Corporation**, located at 22 Crystal Street, Monticello, and 139 Hill Road #C, Goshen, provides housing services to people with mental illness, mental retardation, AIDS, and those recovering from alcohol addiction.
- **People, Inc.**, located at 360 Aaron Court, Kingston, is a peer-run not-for-profit agency that advocates with and provides recovery-oriented services for people living with mental health issues or trauma. The organization provides peer advocacy and support, supported housing, recovery services, benefits and employment counseling, psychiatric hospital advocacy and bridging and care coordination.

Organizations That Do Not Provide Transportation

Three organizations were thought to provide transportation for their clients, but either no longer provide transportation or have not provided transportation in a number of years.

- **The Resource Center for Accessible Living (RCAL)** located at 727 Ulster Avenue in Kingston provides private, non-profit assistance for older adults and people with disabilities of all ages. In the 2010 Ulster County Human Service Transportation Coordinated Plan, it was noted that RCAL reimburses clients for their use of taxicabs to access services. However, RCAL no longer provides this service, or any transportation assistance, except for offering clients a list of available public and private providers in the county.
- **Ulster County Office of Employment and Training (UCOET)** is the primary agency for workforce development services in Ulster County. UCOET provides services to approximately 125 clients each week, including people with disabilities, people with low income, veterans, Medicaid-eligible individuals, individuals with limited English proficiency, and individuals of all ages including youth and older adults. The primary services offered by UCOET include job search assistance, labor market information, workshops, and on-the-job training, as well as services for employers. While transportation is not a supportive service that UCOET provides, the agency identifies the lack of reliable transportation as one of the biggest reasons that people fail to take or keep a job in Ulster County, particularly those in rural areas of the county.
- **Ulster County Mental Health Department (MHD)** offers a wide range of services and programs to County residents designed to prevent illness and ensure their physical, psychological, and emotional wellbeing. A couple years ago, MHD provided outpatient clinic treatment services to youth and adults with psychiatric and chemical dependency problems; however they no longer provide clinical services in 2016. The 2010 Ulster County Coordinated Plan noted that MHD operated a small fleet of vehicles, used by clinical staff to provide field-based services, including in-home treatment and case management, however these services are no longer provided.

CONCLUSIONS

Key Findings

Demographics

The population of Ulster County is mostly concentrated in the cities and towns in the eastern and southern halves of the County. In particular, the City of Kingston and the towns of New Paltz, Saugerties, Shawungunk and Wawarsing together account for 47% of the County population. The population trends show that the County is slowing in population growth and aging overall, with the share of the population that is over 65 growing more than other age brackets.

Several population groups are of interest for their propensity to take transit. Older adults are concentrated in the major cities and towns, but have comparatively higher concentrations in the towns of Woodstock and Ulster. Youth are most heavily concentrated in Kingston, with additional concentration in New Paltz, Saugerties and Lloyd. People with disabilities are also concentrated in Kingston as well as the towns of Plattekill, Saugerties, Ulster and Wawarsing.

People living in households with an annual income below the poverty line are concentrated in Kingston, as well as the towns of Saugerties, Wawarsing, New Paltz and Ulster. These are the same places where zero-vehicle and one-vehicle households are located. The veteran population of Ulster County is most heavily concentrated in Kingston and Saugerties. Residents with limited English proficiency are primarily concentrated in Kingston, Wawarsing and New Paltz.

Transportation Network

There is a varied and robust network of specialized transportation services available in Ulster County, providing the potential for a mobility management program. The characteristics of the transportation services offered by public and nonprofit providers are very different, and effective mobility management strategies for each group will differ as well.

Many transportation providers serve clients with very specialized needs that make individual or personalized transportation options necessary; however, there may still be opportunities for reducing or eliminating geographic or temporal service overlaps. Moreover, not all 5310 recipients are able to determine the true cost of providing their transportation services, making it difficult to identify the total cost of providing human service transportation in the region and judge the efficiency of individual services.

Preliminary Gaps and Needs

Transportation to employment

A top concern for service providers is connecting the ride-to-work populations – including the unemployed and working poor – to employment opportunities. Providers cite the lack of reliable transportation, particularly in the rural areas of Ulster County, as one of the primary reasons that people are unable to either take or keep a job. In addition to extending service to the rural areas of Ulster County, bus services should be tailored to offer drop-service at larger employers that hire low-wage workers.

Transportation to medical services

Many providers are interested in expanding service for passengers accessing medical services. The rural nature of much of Ulster County means that many providers' clients live at a substantial distance from the closest clinic or other medical service, which exacerbates the challenge and expense for clients to access needed medical care in a timely way. Few funding sources exist to directly subsidize transportation service for certain populations of people with disabilities.

Upgrade vehicle fleets

Vehicle fleets among providers are aging and some are overdue for upgrades. Many vehicles have upwards of 200,000 miles on them, which is not surprising in a rural area like Ulster County. Replacing these vehicles is a top priority for providers across the county. In addition, some providers have a need for more specialized vehicles, such as additional wheelchair buses to provide service for non-ambulatory clients with non-medical trip needs.

Coordinated public transportation service

Greater coordination between city and county public transit service would create better service for customers county-wide, taking pressure off of providers to fill gaps in service for their clients. Providers indicated a need for more coordination of service schedules and addressing gaps in service between the city and county services. In addition, greater coordination between public transit service and service providers would help to stretch budgets further and provide more seamless transportation.

Increasing frequency

Some providers would like to increase the frequency of their services with additional trips added during current service hours. In addition, most providers do not currently operate on evenings and weekends and some are interested in expanding service to these times. The challenge is securing funding for these types of trips and the added expense when too few people take advantage of the service.

Transportation outside of the county

Transportation providers noted that clients would like to travel outside of Ulster County to neighboring counties for medical services, especially in situations where a person lives on the border of Ulster County and the nearest hospital or medical facility is in an adjacent county. Poughkeepsie and Vassar were mentioned as having medical facilities that are frequently requested by Ulster County residents as destinations where they wished they could travel.

3 SERVICE GAPS AND NEEDS

Building on the information presented in the first chapter, this chapter documents the transportation gaps and needs identified in Ulster County. Additionally, it presents the qualitative data gathered as part of the project's stakeholder and community outreach. The outreach activities completed for this memo include the following:

- Stakeholder Advisory Group (SAG) meeting with employees of various human service organizations in Ulster County
- Focus group meetings targeted at older adults and persons with disabilities in the county
- Stakeholder interviews with organization staff who work closely with the targeted populations

GAPS AND NEEDS ANALYSIS

This section describes and analyzes the transportation needs, gaps, and overlaps in Ulster County.

- First, the transit needs index identifies geographic areas of high need within the County using composite data for the five transit dependent population groups, major destinations and employment locations, and existing transit routes. The resulting map shows where clusters of high-need populations live and travel to relative to existing transportation services.
- Second, the gaps and overlaps analysis identifies missing service and redundant service in terms of geography, eligibility, day and time, trip type, and accessibility, and presents information related to vehicle utilization and transportation costs. This analysis is used in the next phase of the coordination plan update to identify opportunities for more coordinated services and more efficient use of existing transportation resources so that unmet needs may be addressed.

Transit Needs Index

The Transit Need Index is a relative measure that combines the proportion of each of the five population groups that indicate a higher than average likelihood to need, or rely on, public transportation. The five population groups include: households living in poverty, adults with disabilities, older adults over the age of 65, zero vehicle households and youth aged 18 or less.

The Transit Need Index was calculated by block group. In order to aggregate transit need across all subgroups, a score of 1 to 5 was assigned to each Census block group based on the concentration of each population subgroup in that zone. The highest possible score for a zone was 25, indicating the highest concentration of each of the five population subgroups. It is important to note that this index reflects relative need only; areas with higher concentrations of need reflect conditions in the study area and do not necessarily indicate need in absolute terms. The index also weights each characteristic equally.

It is important to remember that in some cases there may be double counting, as some demographic characteristics are highly correlated, such as age and disability. Nevertheless, the transit need index provides an indication of the relative need for transit throughout the market area.

Also shown on the transit needs index map (Figure 3-1) are major destinations and major employers, along with the Kingston Citibus and Ulster County Area Transit (UCAT) bus routes and one-mile paratransit corridor. These two additional layers help to explain where target population groups want to travel to and if they are able to utilize public transit to get there.

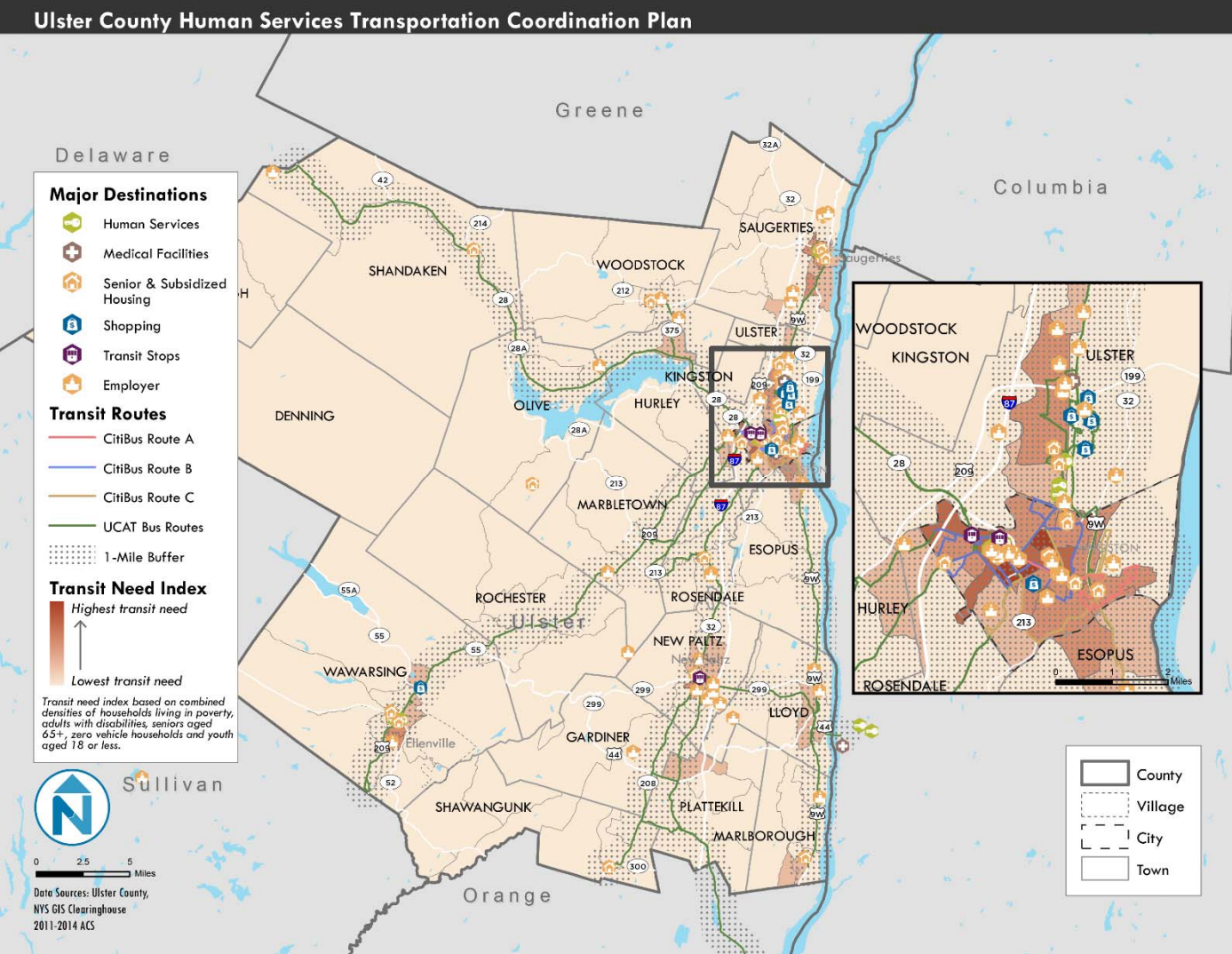
Needs Findings

Results of this analysis are shown in Figure 3-1. Key findings include:

- The locations with the highest transit need based on the Transit Need Index are primarily located in Kingston. New Paltz and Saugerties also have locations that score relatively high on the Transit Needs Index.
- The greatest concentration of block groups with a transit need of 17 points or greater is found in the Midtown neighborhood of Kingston and a portion of Uptown Kingston. This indicates a high proportion of residents from several of the subgroups with a higher propensity for transit use. Kingston Citibus serves these locations.
- The majority of key destinations are located along existing bus routes, both in the major urban areas of Kingston, New Paltz, and Ellenville, and also in the more rural areas. There are only a few senior and subsidize housing locations in rural areas of Ulster County that are not accessible via public transit.
- As noted in Technical Memo #1, there are several employers that are not accessible to the fixed route system. For many individuals within the target populations, these employment locations are either not accessible or very expensive to access without assistance from human service organizations.
- Nearly all block groups with a Transit Need Index score of greater than six (meaning at least two subgroups live in the block group in greater densities than the general distribution of the subgroup across the county) fall within a half mile walk² of Kingston Citibus or UCAT bus routes. High need block groups (or portions of block groups) that fall outside this category include:
 - An area south of Saugerties near Mt. Marion.
 - An area south of New Paltz around Ardonia.
 - The western part of Marlboro.
 - An area west of Lloyd.
 - The far west of Wawarsing.
- Additionally, it is important to note that for people with disabilities who qualify for the paratransit system, the majority of the block groups with high transit propensity fall within the one-mile buffer area, further indicating sufficient access to public transit.

² The half mile walkability of the block groups was estimated using the one-mile paratransit buffer.

Figure 3-1 Transit Need Index Map



Service Gaps and Overlaps Analysis

In a typical coordination or mobility management study, participants include one or more public transportation agencies, municipal transportation programs, a variety of human service transportation providers, and funding entities that may be purchasing, subsidizing, or contracting for client transportation services. When transportation services and their characteristics are represented together on a graphic or map, it is not unusual to find service gaps or overlaps in terms of the geographic areas, days and hours, or trip purposes that are served, or gaps in the options that are available to certain customer groups because of geographic, temporal, eligibility, or trip purpose restrictions. Reducing or eliminating service gaps through coordination or mobility management strategies can make additional resources available for addressing these gaps; showing transportation services and their characteristics together is an easy way to make them apparent.

In this section, the following conditions are examined to identify service gaps and overlaps:

- Vehicle utilization and cost to identify inefficiencies
- Days of the week, or hours during the day, when vehicles are not in use
- Service coverage and eligibility which shows service gaps and overlaps

The data used to compile this information is displayed in table form in Figure 3-2, and was collected through the provider survey and phone interviews.

ULSTER COUNTY COORDINATED PLAN 2016 UPDATE | FINAL | SERVICE GAPS AND NEEDS
 Ulster County Transportation Council (UCTC)

Figure 3-2 Transportation Services of Ulster County Service Providers

Organization	Population Groups	Geographic Area	Day	Hours	Wheelchair Accessible?	Trip Type
Always There Home Care	People with Disabilities	Ulster County	Monday-Friday	On-call	Yes	Program related
Family of Woodstock, Inc.	People with Disabilities Adults (ages 18-59) Older adults (ages 60+)	Ulster County	Monday-Sunday	On-call	Yes	All Trip Types
Gateway Industries	People with Disabilities Older adults (ages 60+)	Southeastern Ulster County	Monday - Sunday	6:45 AM - 5:30 PM	Yes	Employment Program related
Jewish Family Services of Ulster County	People with Disabilities Older adults (ages 60+)	Ulster County	Monday-Friday	6:00 am - 4:30 pm	No	All Trip Types
Kingston Citibus	General Public	Ulster County	Monday--Friday Saturday	6:30 am to 7:30 pm (M-F); 9:30 am-7:30 pm (Sa)	Yes	All Trip Types
The Arc of Ulster-Greene	People with Disabilities Adults (ages 18-59) Older adults (ages 60+)	Ulster and Greene Counties	Monday-Friday	6:00 AM - 10:00 AM; 2:00 PM - 5:00 PM	Yes	All Trip Types
Ulster County Area Transit	General public	Ulster County, Dutchess County to Metro-North, Orange County, Newburgh	Monday-Friday Saturday Sunday	5:00 AM - 10:30 PM (M-F); 8:00 AM - 8:00 PM (Sa); 8:00 AM - 7:00 PM (Su)	Yes	All Trip Types
Ulster County Office for the Aging	Older adults (ages 60+)	Ulster County	Monday-Friday	8:00 AM - 5:00 PM	Yes	Medical Shopping
Ulster County Veterans Services	Veterans: all ages and disabilities	Ulster County	Monday-Friday On call 24 hours per day, 7 days per week	7:30 AM - 3:30 PM On call 24 hours per day, 7 days per week	Yes	Medical only

Geographic Area

The service areas of transportation providers included in this study overlap a great deal—nearly all of the providers serve Ulster County in its entirety.

Only two of the service providers surveyed stated that they provide transportation service outside of Ulster County. The Arc of Ulster-Greene provides transportation service to Greene County and Ulster County Area Transit (UCAT) provides transportation service for the general public to limited locations outside of Ulster County, including the Metro-North Station in Dutchess County and destinations in Orange County and the City of Newburgh. It should also be noted that Gateway Industries' geographic area is limited to the southeast region of Ulster County.

Days and Hours of Service

The days and hours during which the providers offer transportation overlap significantly as well. The majority of providers operate from early morning until late afternoon or early evening.

Only two providers – UCAT and Gateway Industries – provide transportation on both Saturday and Sunday. A third provider, Kingston Citibus, operates Monday through Saturday only.

Additionally, several providers are “on call” for extended periods. Always There Home Care and Family of Woodstock, Inc. provides transportation on an on-call basis Monday-Friday for transporting their clients on a limited basis. Always There Home Care only transports clients to program-related activities, while Family of Woodstock transports clients for all trip types. Veterans Services also has “on call” transportation services 24 hours per day, seven days a week for special instances when a veteran needs to be transported and there are no other options.

Trip Purpose

Many of the transportation providers offer transportation services to clients not only to and from program facilities, but also for other types of trips, such as work, medical appointments, and shopping. Kingston Citibus and Ulster County Area Transit offer public transportation for the general public for any type of trip. Other providers - Family of Woodstock, Jewish Family Services, and Arc of Ulster-Greene – offer transportation for any trip type, but only to their own clients. Always There Home Care restricts transportation services to program-related trips for their clients only. Gateway Industries provides both program-related and employment trips for their clients. Ulster County Office of the Aging offers transportation for medical appointments and shopping trips. Veteran Services only provides transportation for medical trips (with the exception of the on call service noted above).

Client Populations/Eligibility

Another area of overlap among transportation providers is the client populations they serve:

- Family of Woodstock, Inc., Jewish Family Services of Ulster County, the Arc of Ulster-Greene and Ulster County Office for the Aging all serve older adults aged 60 or older.
- Always There Home Care, Family of Woodstock, Inc., Gateway Industries, Jewish Family Services of Ulster County, the Arc of Ulster-Greene and Ulster County Department of Social Services – Early Intervention and Preschool Services all serve individuals with disabilities.

Vehicle Utilization

A major factor in the assessment of a transportation service is the extent to which vehicles are utilized during the day, or over the course of a week, in actual passenger service. The hours of vehicle utilization may be different, and in fact often are, from the hours within which service is advertised as being available. Unused vehicle time, or “downtime”, can be a resource for the provision of additional trips.

As shown in Figure 3-3, there are several organizations with vehicles that have significant downtime. Most noteworthy is the Arc of Ulster-Greene, which has 140 vehicles that are idle during the mid-day period from 10:00 am to 2:00 pm and on the weekend. Additionally, Gateway Industries ends regular transportation service at 3:30, which means there are approximately 25 vehicles available for evening service. Gateway Industries’ 25 vehicles are also unused on Sunday.

Figure 3-3 Vehicle Utilization

Provider	Vehicles	Service Days	Service Hours
Gateway Industries	25	Monday-Saturday	6:45 AM - 4:30 PM
The Arc of Ulster-Greene	140	Monday-Friday	6:00 AM – 10:00 AM 2:00 PM – 5:00 PM
Ulster County Area Transit	32	Monday-Friday Saturday Sunday	5:00 AM – 10:30 PM 8:00 AM – 8:00 PM 8:00 AM – 7:00 PM
Ulster County Veterans Services	6	Monday-Friday Saturday Sunday	7:30 AM – 6:00 PM On-call 24 hours On-call 24 hours
Family of Woodstock	6	Monday-Sunday	On-call

Note: Provider vehicle data was only given by these five providers.

Transportation Service Costs

Figure 3-4 presents a summary of annual one-way trips and total budget (operating and capital) for each of the providers for which that information was available as well as an analysis of cost per trip. As can be seen, many providers did not report on costs or level of service.

Cost per passenger trip varies among providers. Ulster County Area Transit reported the highest cost per trip at \$61 (which includes not only the cost of fixed route service, typically an efficient mode of transportation, but also the costlier ADA paratransit service), while the Office for the Aging reported the lowest at \$10.36. The cost per trip for the Office for the Aging includes the volunteer driver program, which explains why it is very low. Ulster County Veterans Services costs about \$46 per trip.

Figure 3-4 Transportation Service Ridership and Cost

	Annual One-Way Trips	Total Budget	Cost / Trip
Family of Woodstock, Inc.(including volunteer drivers)	n/a	\$71,820	n/a
Gateway Industries	46,124	n/a	n/a
The Arc of Ulster-Greene	104,000	n/a	n/a
Ulster County Area Transit (Demand Response)	9,662	\$512,697	\$53.06
Ulster County Area Transit (Fixed Route)	421,451	\$4,233,192	\$10.04
Ulster County Office for the Aging (all transportation)	13,520	\$140,129	\$10.36
Ulster County Veterans Services	3,120	\$145,241	\$46.55
Jewish Community Services	1,560	n/a	n/a

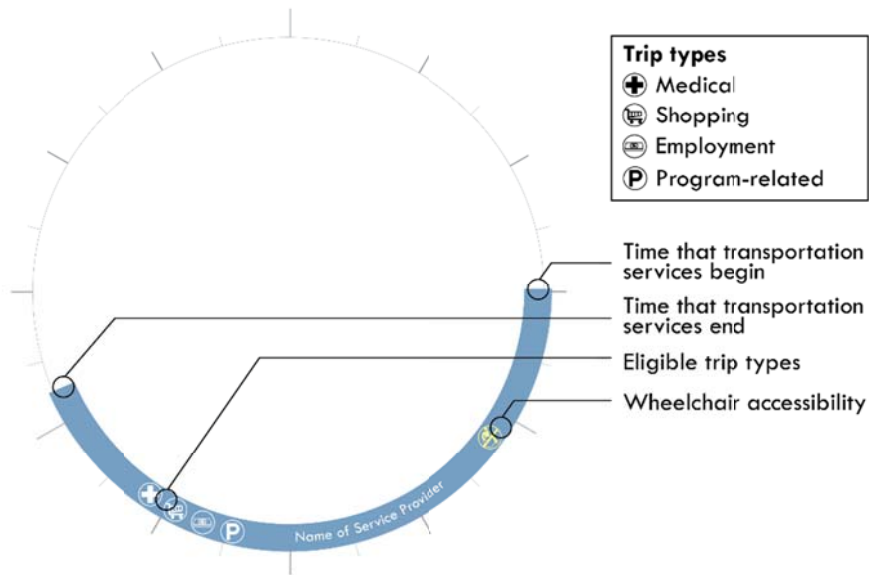
Note: Annual trips is based on the annualization of estimated weekly trips.

Note: UCAT figures were sourced from the 2014 NTD Agency Profile report. Cost per trip determined using only operating expenses.

Service Gaps and Overlaps

In order to show gaps in service visually, the graphics below show when services are available for certain population subgroups on weekdays and weekends. In addition to presenting the time these services are available, the graphics also show the eligible trip types and whether or not the service provides wheelchair-accessible vehicles. Figure 3-5 provides a key for understanding these graphics.

Figure 3-5 Service Gap Legend



Older Adults

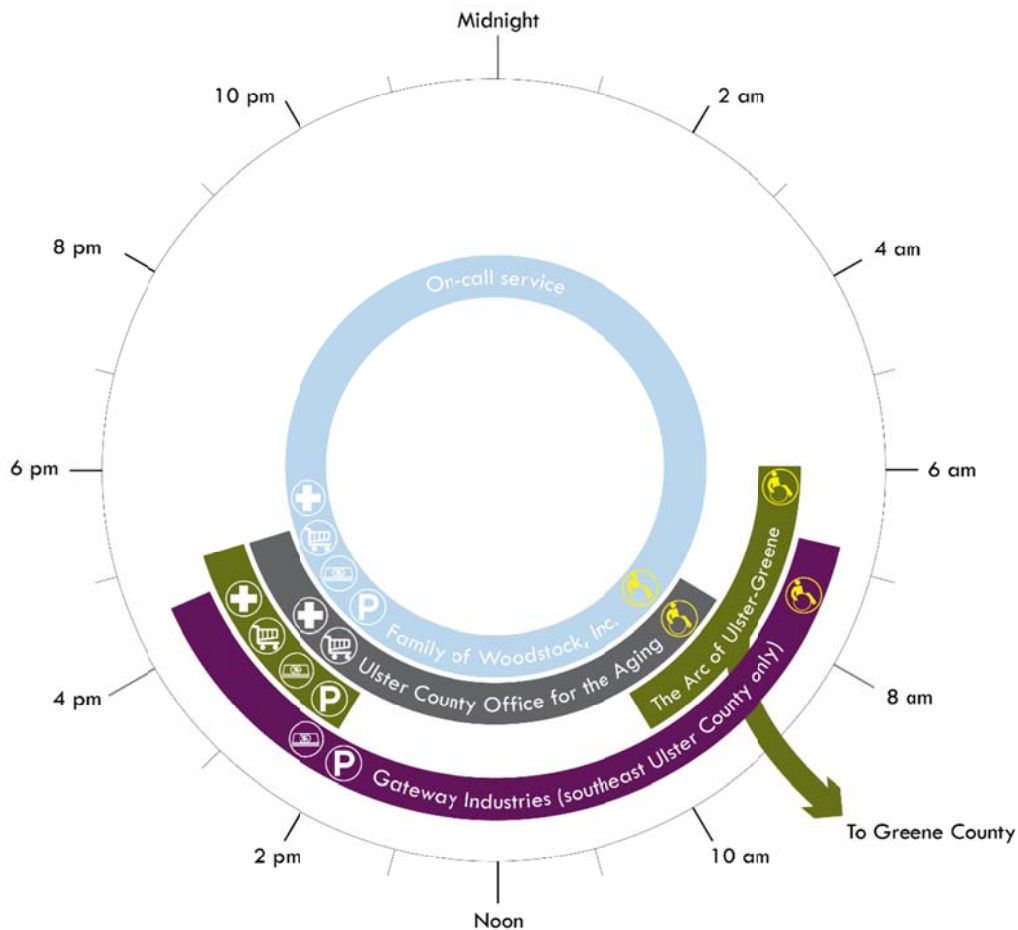
Figure 3-6 shows the availability of transportation services for older adults, aged 60 or older. Transportation services are available from Jewish Family Services of Ulster County, Gateway Industries and the Ulster County Office for the Aging from early morning to late afternoon. These providers offer all trip types (medical, shopping, employment and program-related).

In addition, the Arc of Ulster-Greene provides transportation services during the morning rush from 6:00 AM to 10:00 AM and again in the afternoon from 2:00 PM to 5:00 PM. The Arc of Ulster-Greene also provides transportation service to Greene County.

Family of Woodstock, Inc. provides on-call services 24 hours a day for limited transportation for their clients only.

All of the providers use wheelchair accessible vehicles except for Jewish Family Services.

Figure 3-6 Availability of Services for Older Adults (Weekdays)



Note: Office for the Aging includes Neighbor to Neighbor volunteer driver trips provided by OFA volunteers and Jewish Family services, and OFA medical trips and shopping shuttles provided by UCAT.

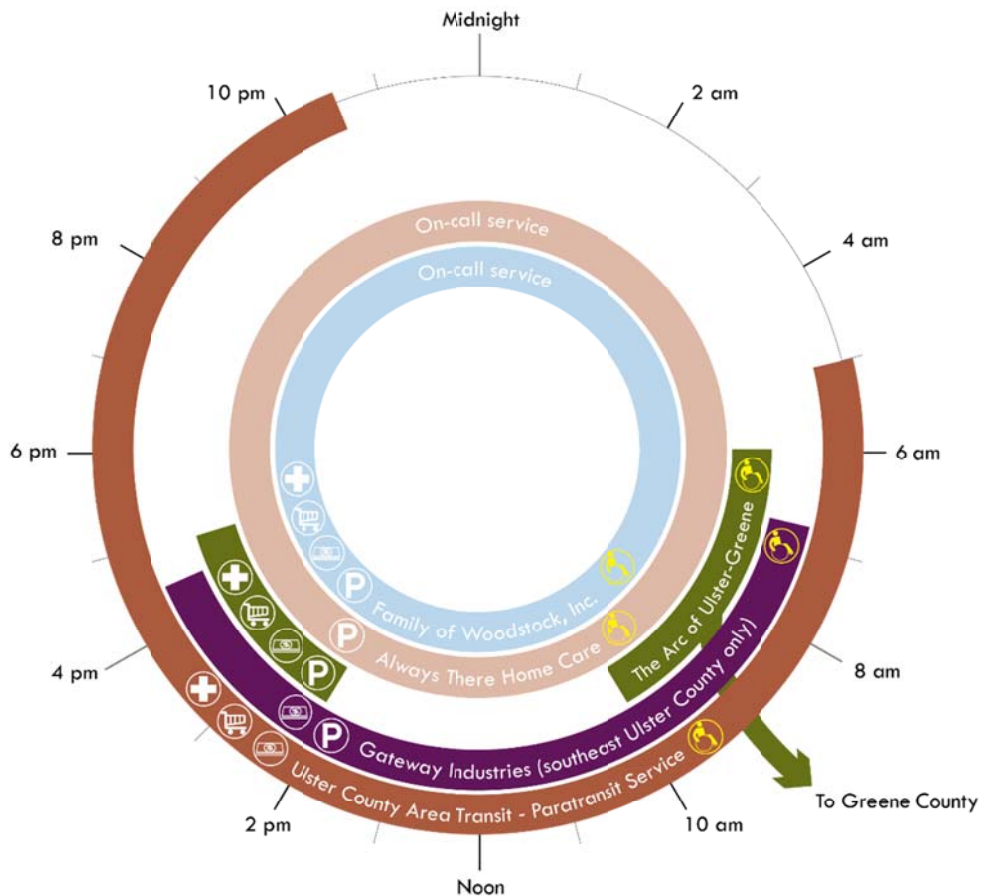
Adults with Disabilities

Figure 3-7 shows the availability of transportation services for adults with disabilities. Jewish Family Services of Ulster County and Gateway Industries both provide transportation services throughout the day from early morning to late afternoon. The Arc of Ulster-Greene also provides transportation services in the morning from 6:00 AM to 10:00 AM and again in the afternoon from 2:00 PM to 5:00 PM. The transportation services provided by these service providers cover all trip types.

In addition, Always There Home Care and Family of Woodstock, Inc. provide 24-hour on-call transportation services to adults with disabilities. Always There Home Care only provides this service for program-related trips.

Again, all the providers have wheelchair accessible vehicles except for Jewish Family Services.

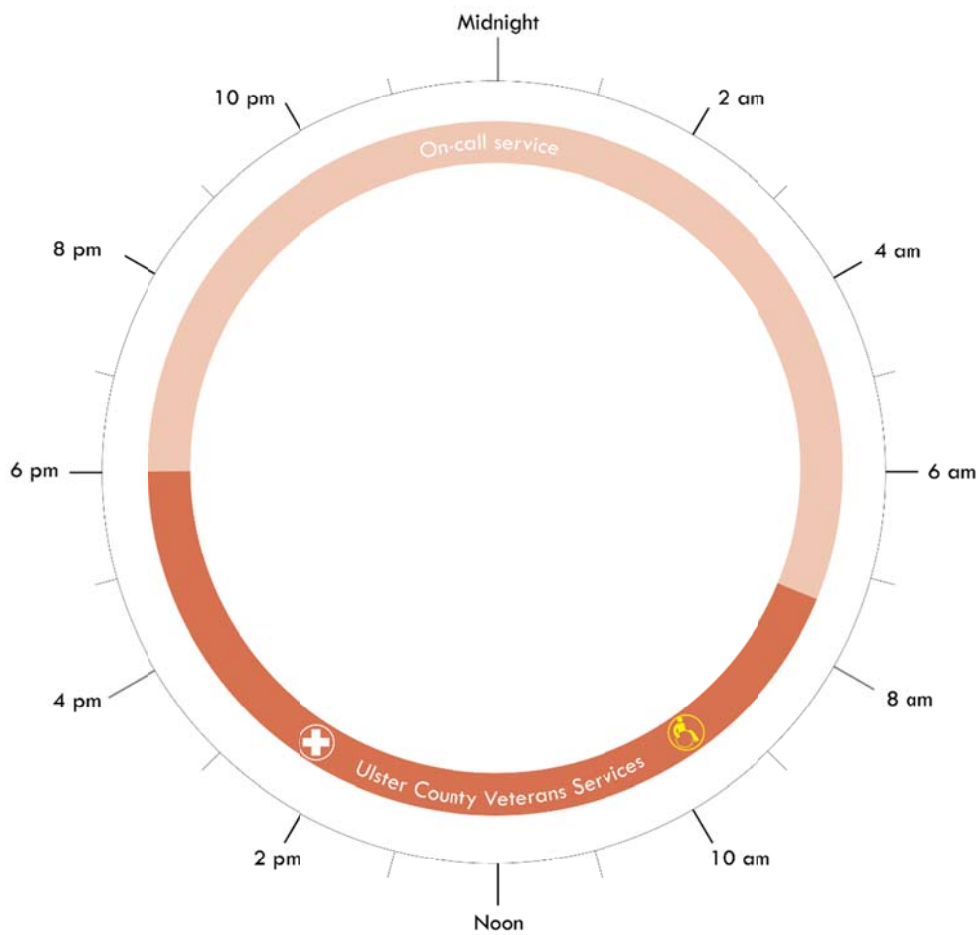
Figure 3-7 Availability of Services for Adults with Disabilities (Weekdays)



Veterans

Figure 3-8 shows when transportation services are available for veterans in Ulster County. Jewish Family Services of Ulster County provides transportation services for veterans from the early morning to the late afternoon, covering all trips types. They do not, however, provide wheelchair-accessible transportation. Ulster County Veterans Services also provides transportation services throughout the day, but with shorter regular hours than Jewish Family Services of Ulster County and for only medical-related trips. Ulster County Veterans Services also provides a 24-hour on-call service on a limited basis and wheelchair-accessible vehicles.

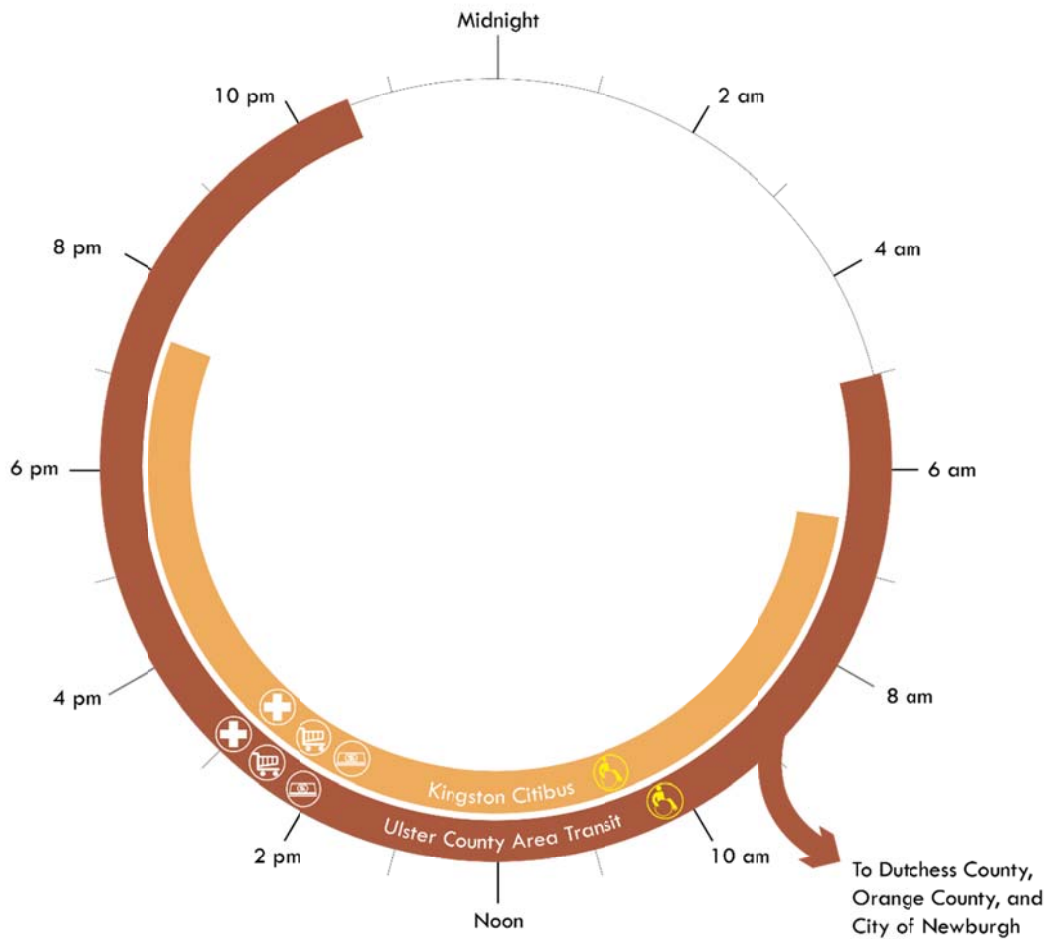
Figure 3-8 Availability of Services for Veterans (Weekdays)



General Public

Figure 3-9 shows the availability of transportation services for the general public from the two transportation providers in Ulster County: Ulster County Area Transit (“UCAT”) and Kingston Citibus. Both offer transportation service that is open to all and therefore is not limited by trip types. UCAT is available on weekdays from 5:00 AM to 10:30 PM. Citibus is available from 6:30 AM to 7:30 PM. Both operate wheelchair-accessible vehicles.

Figure 3-9 Availability of Services for General Public (Weekdays)



Weekend Service

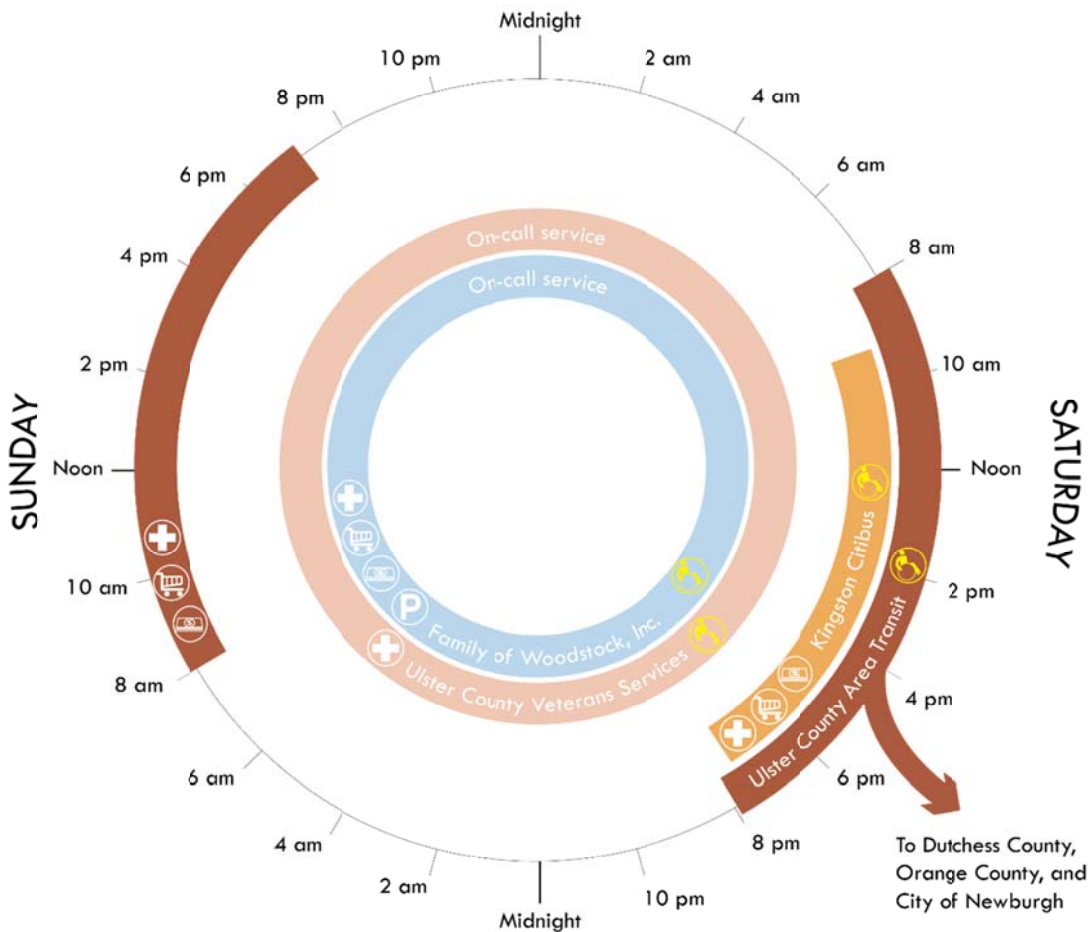
Availability of transportation services on the weekend in Ulster County is limited to only a few providers (Figure 3-10). On Saturdays, UCAT and Citibus both operate on a shorter schedule than during the weekday. Both offer service from mid-morning through the evening. Gateway Industries also provides transportation service on Saturdays during the same hours they offer on weekdays.

On Sunday, only UCAT and Gateway Industries provide service, during their normal operating hours.

Family of Woodstock, Inc. and Ulster County Veterans Services both offer 24-hour, on-call transportation services throughout the weekend, but on a limited basis.

All the providers who operate on the weekend provide wheelchair-accessible vehicles.

Figure 3-10 Availability of Transportation Services (Weekends)



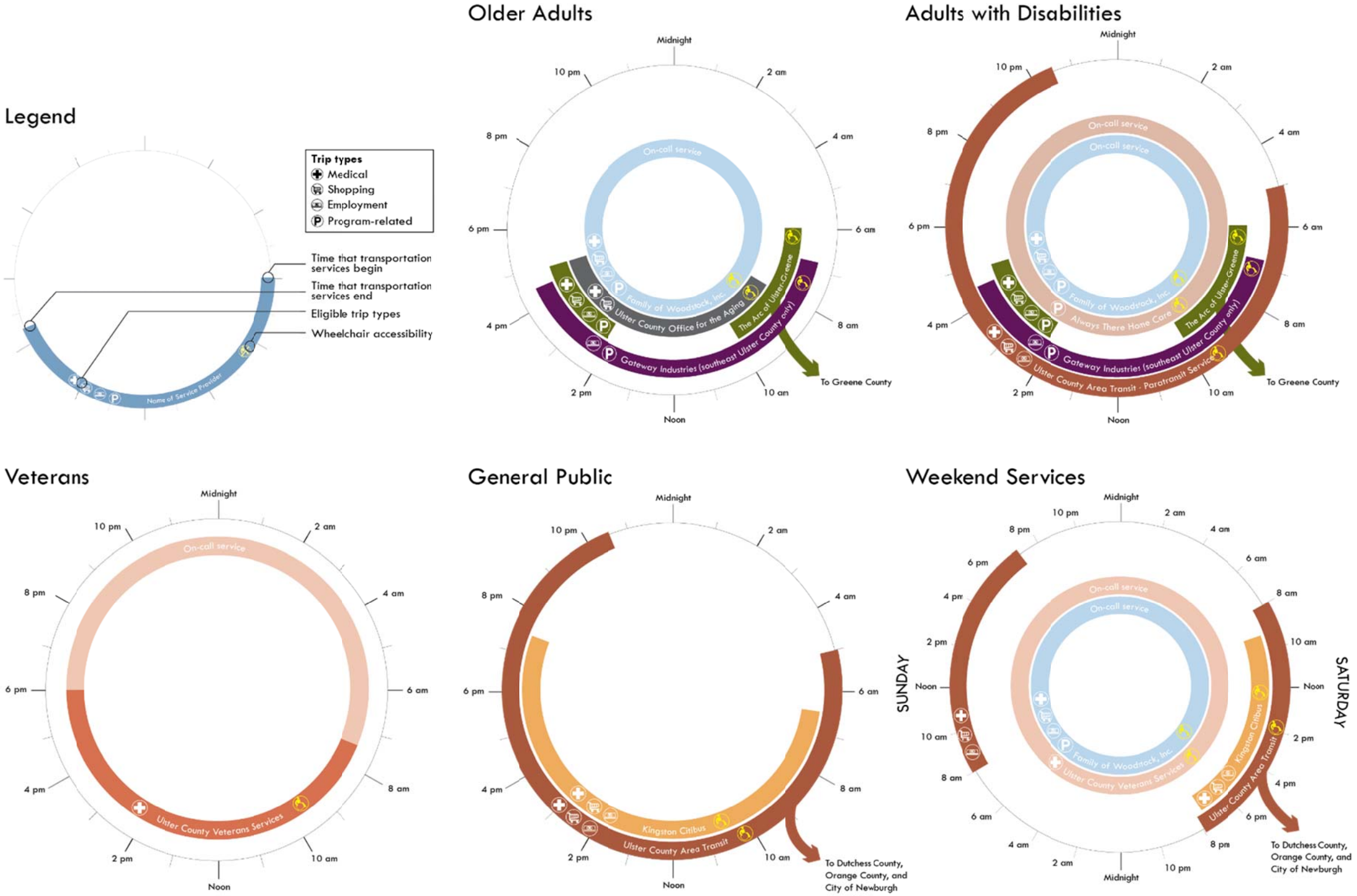
Overall Gaps and Overlaps Findings

Service gaps and overlaps are shown above in individual graphics above and also in Figure 3-11 concurrently. Analysis of the availability of transportation groups with higher propensity towards transit shows that there are significant disparities among population groups in terms of when services are available, where they live and travel to, and what types of trips are eligible.

- Older adults and people with disabilities are fairly well served by the existing service providers, *as long as they are clients of the service provider* (i.e. they are eligible for program-related trips). Older adults who are not clients of human service providers are limited to trips provided by the public transit operators and the Office for the Aging, which only offers service until 4:30 PM and only serves medical trips and limited shopping trips. People with disabilities who are not clients of human service providers are limited to the public transit operators, which have limited service areas.
- Family of Woodstock, Inc. and Always There Home Care offer 24-hour, on-call transportation, but only for their clients and only on a very limited basis.
- Transportation services for veterans is limited to only two providers, which operate both daily scheduled and 24-hour, on-call service, but only provide a total of less than 5,000 trips per year. In addition, Ulster County Veterans Services' transportation is only available for medical trips. Ulster County Veterans Services' 24-hour, on-call service is open to any veteran in the county, but is available only on a limited basis.
- Weekend transportation service is limited in Ulster County outside of services for UCAT and Citibus, which both operate on a reduced schedule (and limited service areas). Sunday service is very limited and is not available in Kingston, since Citibus does not operate on that day. Twenty-four hour, on-call services are available for veterans through Veterans Services and for clients of Family of Woodstock, Inc., but on a very limited basis.
- Wheelchair-accessible vehicles are generally available for all population groups, except for the older adults, people with disabilities, and clients of the Jewish Family Services. However, as noted in Technical Memo #1 many of these vehicles are very old and frequently break down meaning that frequently a provider's wheelchair accessible vehicles may be out of service when an individual needs to utilize them.

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Figure 3-11 Availability of Transportation Services by Population Group (All Weekday Service except Where Noted)



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STAKEHOLDER AND PUBLIC OUTREACH

Methodology

Stakeholder and public outreach is undertaken as part of human services transportation coordination plans to better understand the challenges, needs and barriers of current services as experienced by target populations (older adults, people with disabilities, people with low incomes, and other transit-dependent individuals).

For this Coordinated Plan, several outreach activities were undertaken:

- **Stakeholder Advisory Group (SAG) Meeting:** The initial Ulster County Coordinated Plan Stakeholder Advisory Group (SAG) meeting was held on Wednesday, May 18 from 12:00 p.m. to 1:00 p.m. at Ulster County Business Resource Center, 1 Development Court, Kingston, NY. Attendees included staff from Medical Answering Services, Gateway Community Industries, Resource Center for Accessible Living, Institute for Family Health, and RUPCO. The purpose of this meeting was to gather information about transportation services provided by each organization and collect insights into the transportation gaps and needs of their clients. Ulster County Transportation Council (UCTC) assisted with recruiting staff from relevant organizations and agencies. Future SAG meetings were held in conjunction with TAC meetings.
- **Focus Group Meetings:** Two focus groups were held on May 18, one generally targeting older adults and a second targeting people with disabilities. The focus group guide, including key questions raised at each group, is included in Appendix G. UCTC assisted with recruitment of individuals by distributing e-mails and flyers to the various stakeholder organizations involved in the project and asking them to recruit participants. Notes from these meetings are found in Appendix H.
 - The **first focus group meeting**, held the morning of May 18 at Milton's Harvest's community room in Milton New York, drew 16 participants, including 15 women, one man and one person with a visual disability. Several human service agencies also attended as observers. Key findings from this focus group include a range of information challenges and barriers to accessibility throughout the County and to Newburgh/Poughkeepsie.
 - The **second focus group meeting**, held the afternoon of May 18 at the Ulster County Business Resource Center in Kingston, NY, drew seven participants, with a mix between people with physical disabilities and older persons without disabilities. Key findings from this focus group illustrate significant overlap between the issues identified at the earlier focus group.
 - A **third focus group** with transportation providers was held in September after initial strategies and recommendations were developed, to discuss their feasibility in more detail.
- **Stakeholder Interviews:** In addition to the SAG meeting and focus group meetings, stakeholder interviews were undertaken with agencies and/or individuals who work closely with targeted populations. The three stakeholder interviews were completed in June 2016 based on input from UCTC. The three stakeholders interviewed are as follows. Notes from the stakeholder interviews are found in Appendix I. Two additional stakeholder interviews will be held late summer 2015 to garner feedback on various transportation coordination opportunities and strategies.

- Marge Gagnon, RN, Rose Women's Care Service Community Resource Center
- Keith Bennett, Deputy Director, Ulster County Veteran Services Agency
- Anthony Mignone, Chief Operating Officer, RCAL, and two staff members who assist with coordinating transportation for medical purposes and for work trips, Melissa Rappleyea and Hillary Nichols

Findings

This section documents the findings from each of these outreach efforts organized into common themes.

General Challenges and Issues

- **Trip types:** The focus group attendees noted that they need transportation for several different trip types: medical appointments, employment, education, and shopping. They want additional expanded trip types and/or hours of service for food shopping, social events for older adults, and educational opportunities at BOCES, libraries, and other places that offer adult education courses. Stakeholders also noted that certain types of health related appointments (such as appointments with case managers, trips to RCAL and Family of Woodstock, health education programs) are not eligible for medical transport, and, in some cases (such as appointments with social workers/case managers).
- **Alternative modes:** Although many focus group attendees want to utilize taxis; they noted that taxis are prohibitively costly. They also noted that the volunteer driver program, Neighbor to Neighbor through the Office for the Aging, does not have volunteers in the Route 28A corridor area. Plus, the Neighbor to Neighbor program requires a month's notice in order to reserve a trip, which is usually too much lead time. Stakeholders suggested that Ulster County develop a voucher system for last mile/first mile connections in order to address the area beyond the fixed route system and the additional mile for paratransit service. Additionally, stakeholders mentioned that Uber (and companies like Uber) are a concern because of issues related to service animals, insurance, and accessibility.
- **Medicaid Transportation:** Stakeholders noted that Medicaid taxis are unreliable at times, and frequently show up late causing a missed appointment. Stakeholders added that the Medicaid forms for out of County transport take too long to process.
- **Service in outlying areas:** Focus group attendees noted that service is needed in outlying areas, such as along the Route 28A corridor. Stakeholders added that transportation within Kingston, within New Paltz, and Kingston to Saugerties is generally acceptable. However, the outlying parts of the County, and connectivity between outlying areas and the more urban centers, are very challenging issues, particularly when it comes to transportation to employment for people with disabilities. Stakeholders added that UCAT should have a stop at Ulster Gardens, which is a residential facility for people with low income and people with disabilities.
- **Affordability:** Stakeholders thought it was important to make a distinction between the needs of older adults with reasonable means/resources and those in Section 8 housing. It is also important to address the needs of senior, low-income populations. Some people within this population group cannot afford the price of a bus pass.

- **Travel to Poughkeepsie/Newburgh and Albany:** Focus group attendees noted that they need to travel to Poughkeepsie/Newburgh and it would be useful if the UCAT and Poughkeepsie bus schedules were coordinated. One attendee thought that there should be free transfers between/among various Ulster County, Kingston Citibus, and Poughkeepsie City Bus services. Stakeholders noted that people would also like to travel to Albany for trips other than to medical appointments.
- **Transportation for Veterans:** Stakeholders noted that the Ulster County Veterans Service Agency can only provide limited medical trips. Senior veterans are less likely to use public transit and may not be aware of the transportation services for which they are eligible. Many non-senior veterans frequently use the UCAT fixed route service. Providing clear, consolidated information on transportation options specifically for veterans would be very helpful. At least 75% of the county's veterans are 65+ years old, so they are also older adults. Many do not use computers or e-mail or smart phones; information should be available where veterans receive services. Additionally, it is important to note that veterans need to be taken care of by other veterans. Ulster County Veterans Service Agency is working on assembling a volunteer veteran driver corps via partnership with a non-profit to address additional desired trip types.

Challenges with the Fixed Route/Paratransit System

- **ADA Paratransit:** Older adults want to age in place, but many live outside of areas with regular transit service and outside the one mile ADA paratransit boundary. Moreover, stakeholders thought that the paratransit eligibility form could be made more concise and could be improved so that the physician signing off sees the entire form, rather than just the last page. Stakeholders also mentioned that people who are Medicare-eligible, but not paratransit-eligible will call an ambulance for a trip to an emergency room, rather than a scheduled appointment with a doctor; frequently local organizations have to pay for the ambulance fee in these cases.
- **Bus shelters:** Focus group attendees noted that there should be more bus shelters and all bus stops should be cleared of snow. Walking to bus stops is difficult; some streets and intersections are not pedestrian-friendly and weather can make it even more challenging. Most bus shelters are not wheelchair-accessible.
- **Bus accessibility:** Focus group attendees requested that buses kneel for easier access.
- **Coordination:** Stakeholders noted that there is no coordination between county and city buses.
- **Hours of operation:** Stakeholders noted that extended hours of UCAT transit/paratransit service that coincide with social events for older adults/persons with disabilities is very important. Limited hours of paratransit service is also a challenge for those who rely on that service for work commutes and work in the retail/service sectors.
- **Centralized dispatch:** Stakeholders thought that a centralized dispatch system with live people answering, coordinating and scheduling a variety of trip types would be very helpful.
- **Routing and scheduling:** Stakeholders noted that due to its hub and spoke system design, some UCAT fixed route trips are very time-consuming. In addition, service is not frequent enough; trips for grocery shopping and appointments could take all day. People want to go to Walmart, Bel Air, BOCES, and Shandaken.

Issues Related to Accessibility

- **Wheelchair-accessible vehicles:** Focus group attendees noted that not all wheelchairs are the same size; some require a high roof. A universally-accessible vehicle would address this and providers should inquire about specific accessibility needs when scheduling trips.
- **Infrastructure:** Focus group attendees thought that audio-enabled intersection signals should be more widely installed and need to be maintained. Walking to UCAT bus stops is difficult as many streets and intersections are not pedestrian-friendly and weather exacerbates these conditions.
- **Shopping bags:** Focus group attendees noted that traveling with shopping bags is very difficult. Van service to Shop Rite or Hannaford in Milton would be extremely helpful for older adults. Stakeholders agreed that transportation for food shopping is a vital service in Ulster County.
- **Transportation Information:** Focus group attendees pointed out that some older adults do not use the internet and some do not have computers, so posting current information at senior housing facilities is very important.
- **Travel training:** Stakeholders noted that many older adults need travel training assistance and/or assistance on using smart phones and the UCAT App. Those with cognitive disabilities also need more travel support, particularly when schedules, stops, and fares change.

Lack of Clear, Consistent Information

- **UCAT Information:** Focus group attendees had several comments about UCAT's lack of clear information:
 - UCAT bus schedules' readability is problematic because font size is an issue for the sight impaired. The schedules cannot be read by screen readers and there are no text descriptions of routes/schedules.
 - There is also a lack of posted schedules at bus stops.
 - There should be UCAT maps, one for each bus route, with names of cross streets and legibility for older adults on the UCAT website.
 - There is confusion about what the one-mile service area means for ADA paratransit; this information needs to be more user-friendly on the website and in printed information.
 - Additionally, connector routes between UCAT/Citibus are hard to find on the website, or in any UCAT/Citibus information, including connections to Poughkeepsie City Bus.
 - Moreover, an on-line trip planner would be helpful. Stakeholders concurred that an online scheduling tool for paratransit for eligible residents would be very helpful as the current phone menu is difficult for some and it is hard for users to speak directly to a dispatcher.
- **Centralized Information:** Focus group attendees pointed out that it takes many phone calls to assemble information about various transportation options. Information should be centralized and more readily accessible. Transportation information, including eligibility for services, cost, and schedules needs to be centralized and more user-friendly.

Stakeholders agreed that transportation information should be centralized with information on all relevant options/programs/providers, along with information on routes, eligibility, and cost. A comprehensive trip planning tool that integrates UCAT, Kingston Citibus, Poughkeepsie bus, and other local services would be very useful.

Provider Feedback

As documented in Technical Memo #1, transportation providers in Ulster County also provided feedback about the challenges, gaps, needs, and overlaps in the transportation network. Below is a recap of the information gathered for TM #1. This information was submitted via the provider survey and/or through phone interviews.

- **Transportation to employment:** A top concern for service providers is connecting the ride-to-work populations – including the unemployed and working poor – to employment opportunities.
- **Transportation to medical services:** Many providers are interested in expanding service for passengers accessing medical services. Few funding sources exist to directly subsidize transportation service for certain populations of people with disabilities.
- **Upgrade vehicle fleets:** Vehicle fleets among providers are aging and some are overdue for upgrades. Many vehicles have upwards of 200,000 miles on them, which is not surprising in a rural area like Ulster County.
- **Coordinated public transportation service:** Greater coordination between city and county public transit service would create better service for customers county-wide, taking pressure off of providers to fill gaps in service for their clients. Providers indicated a need for more coordination of service schedules and addressing gaps in service between the city and county services.
- **Increasing frequency:** Some providers would like to increase the frequency of their services with additional trips added during current service hours.
- **Transportation outside of the county:** Transportation providers noted that riders would like to travel outside of Ulster County to neighboring counties for medical services, especially in situations where a person lives on the border of Ulster County and the nearest hospital or medical facility is in an adjacent county. Poughkeepsie and Vassar were mentioned as having medical facilities that are frequently requested by Ulster County residents as destinations where they wished they could travel.

CONCLUSIONS

Transportation Gaps and Needs

Overall, analysis into transportation gaps and needs in Ulster County show significant disparities among the population groups in terms of when services are available, where they live and travel to, and what types of trips are eligible. The main issues include:

- A lack of transportation services available for target populations outside of program-based human service providers that only transport for program or medical trips with limited hours.
- A dearth of services available in the evening and on the weekend outside of the fixed route and paratransit service, which is limited geographically.
- A deficiency of transportation for veterans, especially those living in rural areas and who need to travel for non-medical purposes.

STAKEHOLDER AND PUBLIC OUTREACH

The stakeholder and public outreach portion of this Coordinated Plan project included meetings with the Stakeholder Advisory Group (SAG), two focus group meetings targeting older adults and people with disabilities, and three stakeholder meetings with relevant human service organizations and agencies. The outcome of this outreach was the identification of major themes in terms of transportation gaps and needs for the target populations, including:

- Challenges with the fixed route/paratransit system related to accessibility, coordination, hours of operation, bus shelters, and dispatch and scheduling.
- A lack of transportation in outlying areas and connections outside the county to Poughkeepsie and Newburgh.
- Issues related to accessibility related to infrastructure, information, travel training, wheelchair accessible vehicles, and shopping bags.
- A lack of clear information especially on the UCAT and Citibus websites.
- Limited options for veterans and for individuals who need to travel for non-medical trips.
- Vehicles that are very old and have very high mileage, plus a deficient in wheelchair-accessible vehicles.

4 COORDINATION STRATEGIES

INTRODUCTION

This chapter summarizes the gaps and needs found through previous data analysis and community outreach activities, presents an overview of mobility management strategies that are appropriate for addressing service gaps for the target populations in Ulster County and describes best practices and model programs from New York State and other locations, and documents the community vetting and prioritization of these strategies. Recommended coordination/mobility management strategies for Ulster County are also provided.

SUMMARY OF SERVICE GAPS AND NEEDS

Before presenting potential coordination/mobility management strategies, it is important to review the gaps and needs identified in the previous chapters and through community outreach. The mobility management strategies presented in this chapter are a direct response to these gaps and needs and hope to provide solutions for identified transportation challenges.

Service Gaps and Unmet Needs

Through data analysis and stakeholder outreach, the following primary service gaps were identified for older adults, people with disabilities, and other non-drivers in Ulster County:

- Although the fixed route bus service operated by UCAT and Kingston Citibus covers the county's population centers and many major destinations, the more rural areas of the county do not contain sufficient density of population and/or jobs to support fixed route service. Many rural residents are without transportation services because they cannot access the fixed route system. In addition, some employers in Saugerties and New Paltz are not near fixed bus routes.
- Fixed route bus service is limited during evening and weekend hours.
- Potential riders are not aware of all their travel options, and feel that information can be difficult to find and/or use, especially regarding the fixed route system.
- Transportation services for older adults and people with disabilities (including veterans) are often limited to specific destinations or trip types. For example, seniors may be able to travel to a senior center or make shopping or medical trips, people with developmental disabilities may have transportation to a day program, and veterans may have medical transportation. However, individuals often lack transportation options that can be used for any type of trip, including work, medical, shopping, recreation, and personal business.
- More accessible vehicles are needed; transportation providers need newer vehicles and enough vehicles to use as spares if vehicles are out of service.

- There is a lack of transportation in outlying areas and connections outside the county to Poughkeepsie and Newburgh.

Service Overlaps and Resources

There are also several opportunities in the County for sharing existing resources among providers in order to expand services. For example:

- There are several organizations with vehicles that have significant downtime. For example, 15 of the non-residential vehicles operated by the Arc of Ulster-Greene are idle during the mid-day period from 10:00 AM to 2:00 PM and on weekends. Additionally, Gateway Industries ends regular transportation service at 5:30 PM, which means there are approximately 10 or so non-residential vehicles available for evening service. Gateway Industries' 10+ non-residential vehicles are also unused on Sunday.
- There are opportunities to coordinate management/administrative activities among transportation providers, including maintenance contracts, driver training activities, drug and alcohol testing and grant applications.
- The UCAT and Kingston Citibus systems are separate at present, but consolidation efforts are underway to eliminate duplication and increase efficiency and economies of scale.

The mobility management strategies described in the next chapter offer solutions to the gaps and needs identified above and take into account these resources and opportunities for coordination.

POTENTIAL MOBILITY MANAGEMENT STRATEGIES

Mobility Management is a broad term that is used to cover a number of activities, including comprehensive coordination efforts and lower level, complementary programs and services. Mobility Managers can be individuals who help customers identify transportation options, plan trips and perhaps make arrangements for those trips, or entities that have a wider range of responsibilities aimed at improving coordination among transportation programs and services and increasing mobility options.

Coordination of transportation services has been shown to result in the following types of benefits for participating stakeholders:

- Better use of transportation resources
 - Fewer empty seats on vehicles
 - Improved service monitoring and accountability
 - Reduced duplication of services and/or administration
 - Service for more customers or additional trip types
- Cost savings or more service(s)
 - Some agencies may see significant savings
 - More often, funds saved through increased efficiency are used to meet more needs by carrying more trips, expanding service area or hours on existing services and/or implementing new mobility options
- Improved service quality
 - Consistent standards for safety, training, vehicle maintenance

- Expanded days/hours of service or service areas
- Centralized sources of information about transportation options

Presented below are brief descriptions for each of eleven preliminary coordination/mobility management strategies that could be used to address the travel challenges faced by older adults and people with disabilities in Ulster County. The purpose for providing this information was to allow all members of the Technical Advisory Committee (TAC) and the Stakeholder Advisory Group (SAG) to investigate the opportunities in detail in order to prioritize several strategies for implementation in the County.

The coordination/ Mobility Management Strategies described in this chapter and summarized in Figure 4-1 and include:

- Joint Management/Administrative Activities
- Vehicle Sharing
 - Between two or more agencies
 - Vehicle pool
 - Provision of used vehicles to smaller organizations
- Centralized Transportation Information and Marketing
- Centralized Scheduling/Dispatch
- Contracting for Service
 - Between 5310 subrecipients
 - Between 5310 providers and other human service agencies
- Expanded Travel Training Program
- Flexible Transportation Voucher Program/Volunteer Drivers
- Vanpool or Ridematching Program for Job Access
- Mobility Manager

This chapter provides general information about each strategy, including benefits and potential obstacles in implementation, preliminary recommendations for application in Ulster County, examples of national leaders who have successfully implemented each strategy, and preliminary costs.

Figure 4-1 Potential Strategies to Address Service Gaps and Improve Efficiency

Strategy	Gap/Need Addressed	Description	Lead Agency	Benefits	Challenges	Estimated Cost to Implement
Coordination Among Providers						
Joint management/administrative activities	Duplication of effort	Any or all of the above functions would be handled jointly by providers: Vehicle maintenance contracts Driver training Drug / alcohol testing Grants management	One provider for all joint functions, or split among providers Mobility Manager could also handle or coordinate	Economies of scale when purchasing services Reduced management/administrative time overall	Providers may not be interested in changing current practices	Staff time for lead agency; offset by savings
Centralized information	Lack of awareness of transportation options Duplication of effort	Low tech - printed directory of services High tech - one-call/one-click system (website and/or call center); trip planning and trip booking could be provided	UCTC or Mobility Manager	Improved mobility when county residents are aware of all services Increased ridership for providers	Maintaining up to date information Funding for operations and marketing	Simple website with search function and portal for provider updates - several thousand up to \$100,000 High tech versions - several hundred thousand to \$1M

ULSTER COUNTY COORDINATED PLAN 2016 UPDATE | FINAL | COORDINATION STRATEGIES

Ulster County Transportation Council (UCTC)

Strategy	Gap/Need Addressed	Description	Lead Agency	Benefits	Challenges	Estimated Cost to Implement
Centralized scheduling/dispatch	Duplication of effort	Multiple providers use same reservations/scheduling software; may or may not allow providers to book trips on each other's vehicles	UCAT	Opportunities for coordinating trips Better utilization of vehicles - higher productivity = lower cost/trip	Providers may not be interested in changing current practices	Additional licenses or development of web-based portal for access to software
Contracting for service	Under-utilized vehicles	Organizations that would rather not be in the transportation business purchase service from another provider OR Organizations with unused vehicle time provide service for other organizations during those hours	Example - Always There Home Care, UC Veterans Services, or Jewish Family Services may wish to purchase service from UCAT, ARC, or Gateway Mobility Manager could facilitate	Ability of purchaser to focus on main mission, rather than provision of transportation service Increased productivity for contractor agency = lower cost/trip Better use of transportation resources	Providers may not be interested in changing current practices	Staff time to get initial contract in place
Vehicle sharing						
Two organizations jointly apply for 5310 vehicles	Under-utilized vehicles	Providers with complementary needs submit a joint 5310 application and share vehicle(s)		Reduced operating and maintenance costs Less unused vehicle time	Finding providers with complementary needs	Portion of staff time for participating organizations-- likely not significant

ULSTER COUNTY COORDINATED PLAN 2016 UPDATE | FINAL | COORDINATION STRATEGIES

Ulster County Transportation Council (UCTC)

Strategy	Gap/Need Addressed	Description	Lead Agency	Benefits	Challenges	Estimated Cost to Implement
Vehicle pool	Under-utilized vehicles Increased availability of accessible vehicles	Donated or new 5310 vehicles pooled and "rented" by participants as needed. Recurring schedule or occasional use. Fees charged for vehicle use cover insurance, maintenance. Renters provide drivers (trained by lead agency) and fuel.	Larger provider-- UCAT, ARC, or Gateway Industries-- or Mobility Manager	Reduced overall capital investment in vehicles Reduced vehicle operating costs	Differing insurance coverage and driver requirements across participating agencies Agreements on cost sharing Establishing policies and procedures	Approximately 10-20% of lead agency employee's time (or Mobility Manager's) to coordinate
Provision of used vehicles to smaller organizations	Under-utilized vehicles Increased availability of accessible vehicles	Larger provider transfers new vehicles or those scheduled for retirement to smaller organizations; could be in exchange for providing trips	Example - UCAT provides vehicles to UC Veterans Services, UC OFA, or Family of Woodstock in exchange for provision of ADA or demand response trips Mobility Manager could coordinate	Reduced vehicle acquisition costs for smaller providers More use out of vehicles	Recipient is typically responsible for maintenance and insurance costs	Some staff time of larger provider to administer; could be offset by provision of trips by recipient

ULSTER COUNTY COORDINATED PLAN 2016 UPDATE | FINAL | COORDINATION STRATEGIES

Ulster County Transportation Council (UCTC)

Strategy	Gap/Need Addressed	Description	Lead Agency	Benefits	Challenges	Estimated Cost to Implement
Expand or Supplement Transportation Options						
Expanded travel training	Better use of existing services Response to stakeholder comments	UCAT and OFA currently provide travel training services. These programs could be merged and/or expanded to a wider range of trainees.	UCAT, UC OFA, or Mobility Manager	Improved mobility for providers Increased ridership for providers Use of most cost-effective (and appropriate) mode makes best use of transportation resources	Additional trainers would likely be needed Training individuals with developmental disabilities is labor-intensive	
Flexible voucher program	Lack of transportation options for non-program trips, for veterans, and in parts of county without fixed route service	Sponsor agencies subsidize vouchers for eligible individuals, who use them to purchase trips from participating public and private providers, volunteer drivers, or friends/family	Mobility Manager	Improved mobility for users Offers choice of provider to users Extends reach of existing volunteer driver programs, without need to recruit additional drivers Cost-effective way to provide options in unserved areas	Requires lead agency to administer Finding sponsor agencies	In-house: \$10,000 to start up -- simple software and printing vouchers 15-30% of staff person's time to administer Cost of vouchers OR TRIP model9/16/2016 \$750 training, \$275 software license, \$2.50/day Cost of vouchers

ULSTER COUNTY COORDINATED PLAN 2016 UPDATE | FINAL | COORDINATION STRATEGIES

Ulster County Transportation Council (UCTC)

Strategy	Gap/Need Addressed	Description	Lead Agency	Benefits	Challenges	Estimated Cost to Implement
Vanpool or ridematching program for work trips	Additional service needed for work trips	Not all employers are located on bus routes	Mobility Manager	Address need for work trips--open job markets to people with disabilities and other non-drivers Opportunities for partnerships with employers	Relatively easy to implement but require funding Employers and other potential partners may not be interested in participating	TBD if this strategy moves forward
Mobility Manager		Mobility Manager to facilitate coordination of transportation services within Ulster County and oversee implementation of strategies to address service needs and gaps.	A Mobility Manager could be housed within an Ulster County department, a nonprofit transportation provider, or an independent nonprofit organization	Continued momentum and staff resources needed for implementation of coordination/mobility management strategies	Need to find a Mobility Manager with the right skills Matching funds to support position Support from a coordinating council or similar body needed for MM to be most effective	Part-time to full-time salary of approximately \$30,000-60,000 to start. Support staff likely to be needed as program grows.

Joint Management/Administrative Activities

By purchasing common support resources and shared vehicles and by purchasing service from partners with available capacity, agencies are able to lower costs by splitting common expenses. In addition to saving money, an advantage of these strategies is that it paves the way to subsequent and more complex coordination, such as consolidated services, because it helps build trust among participating agencies, a necessary building block, in some cases, can help smooth out the differences in service delivery policies.

These strategies could be considered by Ulster County transportation providers:

- Joint Driver Training
- Joint Procurement of Support Resources
- Coordination of Funding and Grant Writing

Joint Driver Training

Coordinated driver training programs are administered by a lead entity that provides combined training to multiple transportation providers that pay a fee to be included in the program. Transportation providers save money by purchasing driver training from another entity, especially on specialized equipment training, because they are able to pool their resources. Well-trained drivers positively affect the consistency of service quality more than any other factor, which can translate to lower insurance premiums over time. Driver training can also pave the way to consolidation and coordination because all the different providers are providing services in the same way and have the same policies and procedures.

To implement a driver training program, interested agencies need to research training requirements, recruit training participants and determine which training provider is best suited to meeting local training needs. Coordinated driver training programs typically include curriculum enhancements to include the best aspects of each provider, while ensuring that drivers are aware of the requirements for their specific program.

Joint Procurement of Support Resources

Joint procurement or sharing support resources allows participating agencies to lower costs by splitting common support expenses between two or more independent agencies. Examples of support resources commonly shared include insurance, maintenance services, fuel, and contracted staff, such as volunteers and grant writers. Agencies can also benefit from information sharing, which includes policy and procedure manuals, training curriculum, evaluation guidelines, and safety standards.

Joint procurement allows agencies with limited resources to have access to full services upon request. It also allows agencies to develop their own specialties and serve communities with higher expertise and supports the maintenance of existing community transportation services. More than likely, a formal interagency agreement is needed among participating agencies. Without uniform cost accounting, calculating cost of agencies' service is often a challenge. In many cases, sharing support resources should be led by a Regional Coordinating Council.

Coordinated Funding and Grant Writing

Coordinated funding and grant writing is a strategy through which a single agency prepares and manages funding and grant opportunities for several agencies. It reduces the amount of time spent by individual agencies on writing competing grants, establishes relationships between a lead grant writing agency and partners, provides for uniform management of grant funds, and creates unique

opportunities for leveraging existing funds to meet grant matching requirements.

Coordinated grant writing requires that participating agencies agree upon how grant funds will be shared, addressing priorities for funding before submitting a unified application. These efforts can benefit partners as they will become more competitive for transportation funds where coordination, partnerships, and program efficiency are evaluation criteria. Further, by coordinating grant writing agencies are able to access a wider range of funding programs and local match opportunities, as well as reducing regional costs for pursuing grants. Moreover, agencies can access more specialized grant-writing and planning staff.

Benefits

- Economies of scale when purchasing services
- Reduced overall management/administrative costs

Potential Challenges

- Providers may not be interested in changing current practices

Examples of Best Practices

The Massachusetts Rural Transit Assistance Program (MArtap) provides driver training programs to adhere to MassDOT-mandated training requirements for all vehicle acceptance recipients under the Commonwealth's Mobility Assistance Program (MAP). MArtap provides training free of charge to all MAP recipients, which includes both paid and volunteer drivers for transportation, human services organizations. The training courses include education seminars for van and bus drivers, wheelchair lift and securement training, and passenger assistance technique training. MArtap also offers optional courses to improve customer service, train drivers on passenger sensitivity, and provide emergency and accident procedural training.

DARTS, Dakota County, MN, a non-profit agency operator, established a Vehicle Maintenance Services (VMS) subsidiary that maintains vehicles for 80-90 organizations. VMS services for organizations located in the Twin Cities region that operate specialized vehicles for transit-dependent riders. Smaller transportation providers that use DARTS VMS decrease their vehicle operating costs, reduce vehicle downtime, and improve vehicle safety for their riders.

The Lima-Allen County Regional Transit Authority in Ohio hosts a consortium that includes Shawnee schools, Marimor Schools, Lima and Allen County and others to purchase fuel in bulk. In 2009, the city of Lima saved \$58,000, and in 2010 that number went up to \$202,000.³

The Non-Profit Insurance Program (NPIP), in Washington State administers a Joint Insurance Purchasing program. NPIP members jointly purchase insurance and claims adjustment, risk management consulting, and loss prevention services. Primary benefits are lower insurance premiums and stable access to the insurance market. NPIP offers "volunteers as insurers" coverage.⁴

³ <http://www.limaohio.com/news/fuel-75331-city-consortium.html>

⁴ <http://www.npip.org/washington/coverage.php>

North Front Range Metropolitan Planning Organization in Fort Collins, Colorado prepares, files, and manages unified grant applications on behalf of transportation providers in its region. The objective is to obtain the most funding for providers in the region while minimizing duplication of effort, reporting and management requirements. The North Front MPO is the designated recipient for FTA funding and provides oversight for transit agencies applying for grants in these pools. Lambert county mobility council oversees that grant program.

Costs

Costs would include staff time for the lead agency to take on additional management/administrative duties, but those costs would be offset by savings to the participating agencies as a group. Non-lead agencies could each contribute a portion of the cost of staff time for the lead agency.

Potential Funding Sources

- Normal sources of operating assistance

Potential Lead or Partner Organizations

- One provider for all joint functions, or split among providers
- Mobility Manager could also handle or coordinate

Centralized Transportation Service Information

People in search of transportation services often do not know where to begin or what services are available to them. Typically, a county or region will utilize a central, single point of contact (a website and/or call center, called a “One-Call/One-Click” resource) where people can learn about available transportation resources in order to schedule rides they need for daily activity or for occasional appointments.

As the name implies, one-call/one-click systems offer one-stop shopping for users seeking information about their transportation options and in some cases, access to service providers for trip booking. One-call/one-click systems may include only specialized services, such as ADA paratransit and services available for older adults, people with disabilities, veterans, or other groups with particular mobility challenges, or also include information about general public fixed-route and paratransit services, ride-matching programs, taxis and other private transportation services, volunteer driver programs, voucher/subsidy programs, vehicle sharing programs, and even the relatively new real-time services available through “transportation network companies” (TNCs) such as Uber and Lyft.

One-call/one-click systems can vary considerably in the degree of trip planning and booking assistance they provide for customers, and their use of technology to support those functions. Consequently, development and implementation costs can vary quite a bit as well.

Moving from simple to complex, one-call/one-click systems may consist of:

- A centralized list of transportation services, conveyed over the phone, on a website, or in a printed directory
- An online directory that transportation providers can update directly
- Opportunities for the user to narrow transportation options based on selected criteria
 - By speaking with a person
 - Through online prompts (Pima Find-A-Ride is at this level)
- Trip planning assistance
 - With the help of a person or an online system
- Trip booking assistance
 - From a person or via a transferred call to the transportation provider
- Direct trip booking
 - Via web-based scheduling or portals to participating providers’ reservations systems
 - With more or less integration of different providers’ schedules

Users, service providers, and partners must be aware of available transportation information and understand how to use it in order for the service to be successful. Promotion and marketing is essential for attracting and retaining users. A marketing and promotion plan should account for all target audiences and identify and implement strategies to ensure that each target audience is reached.

Benefits

- Simplifies access to information about transportation services
- Promotes services to attract new users

Potential Challenges

- Maintaining accurate and relevant information for many different agencies
- Establishing protocols to assure that customers' needs are met
- Finding funding for operations and marketing

Application for Ulster County

Ulster County and the surrounding region does not currently have a One-Call/One-Click system, which means that individuals who need to access services and the organizations that assist them do not have a single point for transportation information. This problem came up several times during stakeholder interviews and focus groups, especially related to a perceived lack of information about the fixed route services (UCAT and Citibus) that was easy to find and use. (Stakeholders did note, however, that UCAT staff is very willing to provide personal assistance to callers who are seeking route and schedule information.) The county needs a simple-to-read, easy-to-update web-based information repository that provides information about fixed route schedules and fares (including maps), human service providers and eligibility, taxi cab providers, and private operators.

Additionally, once the repository has been developed, it should be publicized by the Mobility Manager through a variety of social networks, partnerships, and through training and education sessions with users.

Examples of Best Practices

The Maricopa Association of Governments (MAG) serves as the regional planning and policy agency for the metropolitan Phoenix area. The Human Services Transportation Provider Inventory is a listing of agencies that provide human services transportation in the MAG region. Users can click on check boxes for area of service, modes of transportation, and eligibility to narrow the search of transportation information resources. For example: if a user checks “Phoenix,” “Taxi Vouchers,” and “Older Adults” the inventory will narrow down the provider list to include only the two providers that offer taxi vouchers within Phoenix for older adults. A user can also see the full list of transportation providers in the MAG area by choosing not to narrow the search.

Figure 4-2 MAG Provider Inventory

Human Services Transportation Provider Inventory is a listing of agencies that provide human services transportation resource information in the MAG region. Click on the check boxes below to narrow your search of transportation information resources.

	Area of Service						Modes of Transportation				Eligibility			
	Phoenix	East Valley	West Valley	Regional	Older Adults	Physical Disability	Personal/Volunteer Vehicle	Taxi Vouchers	Bus Passes	Van	Taxi	Agency Clients	Older Adults	Physical Disability
AAA Full Transportation	<input checked="" type="checkbox"/>											<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
About Care, Inc.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>					<input checked="" type="checkbox"/>					<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
AIRES	<input checked="" type="checkbox"/>											<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
All Valley Transportation	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>								<input checked="" type="checkbox"/>			
American Cancer Society	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>										<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
American Handicapped Transport Services HTS	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>							<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			
Angel Flight West	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>									<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Arizona Bridge to Independent Living	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Arizona Center for Disability Law	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>										<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Arizona Center for the Blind &	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>											

511NY

Operating at the medium level of functionality, 511 NY serves as the official telephone and web-based information provider for transportation services and travel conditions throughout New York State. The information provided includes alerts on traffic incidents, transit service availability, weather conditions, rideshare matching, and more.

The service, which began in 2009, offers localized transit trip planning for seven different areas of the state on its website, while the 511 phone service offers an interactive, automated system that can be managed by using phone keys, or controlled by the user’s voice. For users that need to access more personalized information, the system can transfer users of the phone system to outside agencies whose information is used on the website. The information is also available via smartphone app, and designed to meet the needs of a variety of different travelers from daily commuters to long-distance commercial vehicle operators. Links to more local information resources are also available on the 511 website. The website additionally provides a search function that allows users to find available transit or paratransit services for any particular county or 511 regions.

Transportation Link-Line: Schuyler County, NY

Transportation Link-Line is a free information and assistance service that connects people in Schuyler County and neighboring communities with transportation options. On the higher end of the functionality spectrum, Transportation Link-Line also provides public outreach, transit orientation and responds to public inquiries regarding transportation options. Call-takers at Link-Line help connect callers with specific services and assist with trip booking as needed. Link-Line includes scheduling and routing software, a central repository of information, and a multimedia marketing and outreach campaign to educate the public.



The online platform is operated by the ARC of Schuyler and is funded by a Veterans Transportation and Community Living Initiative grant from FTA and funding from NYS Department of Transportation and Schuyler County Office for the Aging.

Costs

Developing a simple web-based repository with search functions and a portal for transportation providers to update their own information would require hiring a web designer/developer company. Depending on the size and functionality of the project, costs could range from \$3,000 to \$100,000.

Based on the experiences of FTA's Veterans Transportation and Community Living Initiative (VTCLI) grantees and recipients of grants from the prior federal Mobility Services for All Americans (MSAA) initiative, which funded the development of eight Transportation Management Coordination Centers (TMCCs), planning, design, and development of a sophisticated one-call/one-click system may take several years, and costs may range from several hundred thousand to a million or more dollars.

Promotion and marketing of the information tool will require a marketing plan (approximately 6-12 hours to develop), as well as ongoing implementation hours (approximately 2-4 hours/week for up to six months post launch).

Potential Funding Sources

- Section 5310 Enhanced Mobility for Seniors and Individuals with Disabilities—mobility management project within the 55% portion of the of region's annual apportionment, funded at 80% federal participation.

Potential Lead or Partner Organizations

- UCTC
- Mobility Manager

Centralized Reservations, Scheduling and Dispatch

The goals of coordinating transportation services include making maximum use of the resources of participating agencies and reducing duplication of services. Centralizing the reservations and scheduling functions of a number of transportation providers makes it possible to use the combined vehicle capacity of the group to serve the trips requested by customers of all the participating agencies. As a result, more trips can be scheduled on each vehicle than would be possible otherwise. As vehicle productivity increases, the cost of providing each trip decreases, and providers have more resources to meet additional needs.

When reservations and scheduling are centralized, customers of all participating agencies (or agency personnel on behalf of their customers) call a central reservations number to book their trips. A lead agency or Mobility Manager then develops schedules for each of the participating providers, choosing the most appropriate and cost-effective provider to serve each trip. Dispatch, including taking return trip requests and/or “where’s my ride” calls from customers, could be centralized or still the responsibility of individual providers. The central reservations number could be part of a centralized call center or one-call/one-click system that would also offer information about transportation options, trip planning assistance, referral to travel training programs, and other functions.

Alternatively, as part of relatively complex one-call/one-click system, providers can use web-based scheduling or portals to other providers to view each other’s schedules and either request that trips be delivered by another provider or schedule trips directly onto another provider’s vehicles. In that case, scheduling would be coordinated, but not centralized.

Use of an Automatic Vehicle Location (AVL) system and onboard tablets (more commonly used today than Mobile Data Terminals or Mobile Data Computers) by all participating providers increases opportunities to make maximum use of vehicle capacity by identifying the best vehicles to handle return trips or trips that must be re-scheduled due no-shows, vehicle breakdowns, weather delays, or other operational issues in real time. An AVL system would also support centralized dispatch. Such technology can also be used to record extensive trip data, prepare detailed reports for providers, and facilitate billing.

Benefits

- Opportunities for grouping trips across providers
- Can reduce travel time for riders and reduce advance notice requirements
- Better utilization of vehicles=higher productivity and lower per-trip costs

Potential Challenges

- Providers may not be interested in changing current practices
- Must develop cost allocation/sharing methodology
- Easiest to achieve with help of scheduling software
- Requires providers to share client and trip data; can be time-consuming
- Staff requirements may not change, but reservationists and schedulers may be need to be employed by the lead agency rather than individual providers

Application for Ulster County

Centralized reservations and scheduling (and perhaps dispatch) among transportation providers in Ulster County could be developed incrementally, building on the plans to consolidate the UCAT and Kingston Citibus systems. After successful centralization of reservations and scheduling for those two agencies' demand-response services, human service providers such as the ARC of Ulster-Greene and Gateway Industries could be added to the centralized system.

Centralized reservations and scheduling (and perhaps dispatch) should be a component of a one-call/one-click system for Ulster County that offers information and assistance at a minimum and possibly more complex functions such as online reservations and automated trip planning.

Examples of Best Practices

Lower Savannah Council of Governments

The South Carolina Department of Transportation (SCDOT) designated the Lower Savannah Council of Governments (LSCOG) as the Regional Transit Management Agency (RTMA) and transportation coordinating agency for the six-county Lower Savannah region in southwestern South Carolina. The six counties are primarily rural, but a small segment of the Augusta, GA large urbanized area is also included in the LSCOG region.

Prior to LSCOG's coordination efforts, a number of public transit and human service agencies operated their own vehicles independently, resulting in both unserved areas and customer groups and overlapping trips to regional employment and medical destinations

LSCOG utilized grants from U.S. DOT's Mobility Services for All Americans (MSAA) initiative, the American Recovery and Reinvestment Act (ARRA), the JARC and New Freedom programs, the federal Administration on Aging, and the Centers for Medicare and Medicaid Services (CMS) to develop a Transportation Management Coordination Center (TMCC) for its region. LSCOG added transportation services to scope of the Aging and Disability Resource Center (now known as the ADRTC) it operates for its region and purchased technology to enable the coordination of public and human service agency transportation services across the six counties.

Through the ADRTC, LSCOG provides transportation information and assistance for residents throughout the region and takes trip requests for the public transit services operated in Allendale and Bamberg Counties and schedules those trips centrally. The centralized call center is connected to local call centers in other counties. All providers use the same reservations and scheduling software to facilitate trip grouping.

As part of the effort, human service agencies opened available seats on their vehicles to the general public, and providers all agreed to a standard reimbursement rate for trips provided to the clients of other agencies.

Technology systems that support the coordination effort include reservations and scheduling software, on-board MDTs, a new call center and telephony, a website and web portals to facilitate online trip reservations.

Costs

The costs associated with planning and implementing a centralized reservations and scheduling system from the ground up can be significant, if they include the acquisition of office space and/or telephony for a call center, reservations and scheduling software, and an AVL system that

uses onboard tablets or Mobile Data Computers (MDCs). Building on existing call centers and technology systems would reduce expenses.

Potential Funding Sources

- 5310 mobility management funds from 55% for planning and acquisition of technology to support coordinated functions
- Normal sources of operating assistance for ongoing operations

Potential Lead or Partner Organizations

- UCAT
- Kingston Citibus

Contracting Between Providers

Contracting between organizations for the provision of transportation service takes advantage of vehicle downtime by utilizing this excess capacity to satisfy unmet demand, provide overflow capacity at high peak times, and offer a more cost-effective way of providing occasional weekend or evening trips. In this way, one provider (the “buyer”) can purchase service from another provider (the “seller”), which will allow the “buyer” to cut costs and the “seller” to raise additional revenue.

Similar trip characteristics, geographic areas, and program policies and procedures facilitate purchases of service. The payoff is a reduced cost per trip—both operating and administrative—due to increased ridesharing opportunities, less downtime, consolidated administration and support services, and economies of scale in general. Another benefit to contracting for service is that it offers an alternative for organizations that do not wish to invest in staff, vehicles, and other transportation infrastructure or spend time managing transportation services in order to provide access to programs and services for their clients.

The first step is determining all costs attributed to each provider’s transportation program to understand the true costs for each entity involved and the benefits that could result from the purchase of service. Developing a formal cost allocation analysis allows the “seller” to charge the correct rate for providing service.

Once both entities have decided on a rate, it is important for each trip to be accurately recorded and billed. Enhanced scheduling and dispatching technology and in-vehicle technology that enables time and location stamping allows providers to accurately track when and for how long their vehicles are being used by another entity’s clients. Technologies include use of mobile data terminals (MDTs), automatic vehicle locating systems (AVL), automated cost allocation of co-mingled trips through scheduling/dispatching software, and smart card technology.

Benefits

- Increased productivity for the contractor
- Decreases the cost per trip
- Purchaser relieved of responsibility for daily transportation operations

Potential Challenges

- Requires strict policy directive from administering agency and adoption of policy by participating agencies
- Requires administrative oversight, performance monitoring and fraud control efforts
- Providers may resist changing current practices

Application for Ulster County

In Ulster County, several organizations are already contracting for service with other providers. UCAT provides service to the Office for the Aging and Gateway Industries. Gateway Industries also contracts with Citibus for some services (as well as First Student).

There are other potential contracting opportunities between several agencies that have similar service areas, serve similar population groups, and/or have indicated willingness to contract service.

For example, the Arc of Ulster-Greene and Gateway Industries currently have vehicles that are unused during the midday hours and/or during evening hours and on weekends. Those vehicle hours could be used to provide service under contract to other organizations that wish to expand their services or utilize extra vehicle capacity during peak times in a cost-effective way.

Unused capacity when vehicles are in use could be purchased by other organizations –such as UCAT, for example—to expand transportation options in unserved areas cost-effectively. the Arc of Ulster-Greene is currently providing general public service on its daily routes in Greene County, as part of Greene County Transit. ARC clients and general public riders are transported at the same times on those routes.

Purchase of service also enables organizations that would prefer to concentrate on their main mission rather than the operation of transportation services to take advantage of the resources of organizations with larger transportation programs. For example, Always There Home Care, UC Veterans Services, or Jewish Family Services may wish to purchase service from UCAT, ARC, or Gateway Industries.

Contracting for service could also happen between 5310 providers and other non-profit human service organizations whose clients have similar transportation needs and which may not want to provide transportation themselves. Non-profit organizations that serve similar population groups can contract with 5310 operators, thereby purchasing transportation for their clients during periods when the 5310 vehicles have downtime.

After determining that a purchase of service agreement would benefit both parties, the provider who is “selling” transportation services should serve as the lead agency responsible for developing the cost allocation plan and setting up guidelines for vehicle usage.

Examples of Best Practices

Medical Motor Services in Rochester is heading up an effort with three other NYS Office for Persons with Developmental Disabilities (OPWDD) providers to pool client and trip data. Medical Motor Services is using its scheduling software to identify “rideshare” trips (i.e., trips for clients of different providers riding on same vehicle). The goal is to shorten ride times for customers and reduce duplication/cost. After a somewhat lengthy effort to consolidate data, the coordination partners began to identify trips that could be more efficiently scheduled on other providers’ vehicles in July 2016.

In addition to its development of a Transportation Management Coordination Center for its six-county region, the **Lower Savannah Council of Governments** in Aiken, SC expanded service to two unserved counties by utilizing available seats on the existing vehicles of human service transportation providers. In Allendale County (population 11,000), human service agencies pooled vehicles, agreed to open their services to the general public, and established a standard per-mile reimbursement rate. Participating agencies included the Local Disabilities and Special Needs Board, the county Office on Aging (which also provided Medicaid non-emergency medical transportation for the county), and a local rural health center. A Mobility Manager, housed in a regional transit authority in a neighboring region, takes trip requests and schedules them onto vehicles. The service began operation in 2004 and by 2013, ridership had doubled to over 1,000 rides per month. The success of the service, known as the Allendale County Scooter, led to its replication in Bamberg County.

Marana Health Center provides transportation to three other clinics in the Tucson area with the organization’s non-lien 5310 vehicles, and provides limited transportation service for the

Santa Catalina Senior Center, operating a “fixed route” subscription service on Mondays, Tuesdays, and Thursdays for center clients.

Costs

The cost of purchasing service depends on the rate determined by the transportation provider using a cost allocation model, but should be similar to the full costs incurred by the purchasing organization to operate its own transportation services.

Potential Funding Sources

- Section 5310 Enhanced Mobility for Seniors and Individuals with Disabilities—both capital and operating costs of contracted service—are eligible uses as part of the 55% portion of an area’s 5310 apportionment at 80% federal participation.

Potential Lead or Partner Organizations

- UCAT
- The Arc of Ulster-Greene
- Gateway Industries

Vehicle Sharing Between Two or More Agencies: Joint 5310 Applications

Vehicle sharing is designed to reduce unnecessary vehicle expenses, resulting in a total fleet that is the right size for the region. This strategy allows providers with complementary vehicle requirements to share vehicles – for example, an agency that needs to use vehicles in the peak periods can be paired with one needing vehicles during mid-day periods or on weekends only. Vehicle sharing can reduce capital costs as well as operating costs for participating agencies. One way costs are saved is by reducing the number of vehicles that are insured. Vehicle sharing can also make accessible vehicles available to a wider range of passengers.

For this strategy to work, two or more agencies/organizations would join together to purchase one or more vehicles that would then be shared between them. This type of arrangement would require an agreement between the two agencies/organizations to determine the cost allocation and days/hours when each entity would use the vehicle. A lead agency would be responsible for storing the vehicle and providing maintenance and insurance; the other agencies would thus pay an additional fee to help cover these costs. Both agencies/organizations would be responsible for providing trained and licensed drivers and for fueling the vehicles based on use.

This strategy would support the use of Section 5310 funds to expand existing capital funding programs, while also improving the grant applications for applicants by actively working towards coordination.

Benefits

- Enhances existing community transportation resources
- Reduces capital investment in vehicles
- Reduces operating costs, especially for insurance
- Enhances ability to obtain capital grants where ranking includes coordination

Potential Challenges

- Different agencies have different insurance policies and driver requirements
- Gaining agreement on cost sharing
- Establishing protocols regarding process for reporting of mechanical problems, etc.
- Shared vehicles accrue more miles, so may need to be replaced sooner

Application for Ulster County

In Ulster County, a vehicle sharing program could be implemented in concert with future rounds of 5310 funding. Two or more agencies could apply for 5310 vehicles jointly, and receive higher scores in the 5310 application process because of their coordination. This strategy is relevant for long-term 5310 grant planning; two agencies that serve similar population groups in the same geographic area can decide to purchase a shared 5310 vehicle instead of purchasing two vehicles in order to coordinate services and reduce costs.

At least two organizations in Ulster County utilize Section 5310 funding: the Arc of Ulster-Greene and Ulster County Area Transit.

A lead agency would need to be identified to store, maintain, and insure the vehicle, while the “borrowing” organization would utilize the vehicle on a predetermined schedule, paying an hourly or daily fee.

Examples of Best Practices

Jefferson Union High School in Daly City, California (JUHSD) joined with the Pacific Forest and Watershed Lands Stewardship Council and the City of Daly City to purchase five new vans for the purpose of supporting outdoor activities for teenagers. During school days, JUHSD has first priority for the use of the vans, but Daly City has priority access to the vans during breaks and after school. The two entities also share maintenance and insurance expenses for the vans. In addition, JUHSD rents its other vehicles to the municipalities of Daly City, Brisbane, Pacifica and Colma (the communities served by the school district) for after-school activities and general use. JUHSD has 10 school buses and eight 10-passenger vans as well as the five vans in the shared fleet with Daly City.

Costs

Vehicle sharing would involve some portion of staff time for each participating organization to coordinate with the other, but likely not a significant amount. The actual amount of time and resources required would depend on how the vehicle sharing program is structured. Another factor in vehicle sharing involves addressing liability issues, i.e. who insures the vehicle, what is needed to ensure that all drivers meet the insurer’s standards, etc. See Appendix C for more information about insurance and liability issues (and others) related to vehicle sharing and coordination.

Vehicle sharing between agencies would also result in operational cost savings (fuel, maintenance, insurance) to the extent that the number of 5310 vehicles operated by the participating agencies is reduced.

Potential Funding Sources

- Section 5310 Enhanced Mobility for Seniors and Individuals with Disabilities—the administrative costs of vehicle sharing between agencies could be funded as a mobility management project with the 55% portion of the region’s 5310 funding, at 80% federal participation.

Potential Lead or Partner Organizations

- Mobility Manager to coordinate

Vehicle Sharing Pool

Vehicle sharing is designed to reduce unnecessary vehicle expenses, resulting in a total fleet that is the right size for the region. A vehicle sharing pool operates using donated vehicles and/or vehicles purchased with Section 5310 funding. The donated or purchased vehicles would be added to the pool of shared vehicles and rented on a recurring schedule or for one-time use by human service and non-profit organizations that join the program as members. The fees collected from the membership program could be used as the local match for the 5310 grant.

The donating agency/organization has first priority for the vehicles and schedules the vehicles for specific periods during the week/weekend to fit its normal transportation schedule. During periods when the donating agency is not using the vehicle, such as in the middle of the day, in the evenings, or on the weekends, the vehicle would be available for either subscription or one-time use by other organization.

Member fees pay for vehicle maintenance and insurance costs. A lead agency will collect fees, administer the program, and provide insurance and maintenance for the vehicles. Members will provide their own drivers (who are trained by the lead agency) and pay to fuel the vehicles.

Benefits

- Enhances existing community transportation resources
- Reduces capital investment in vehicles
- Reduces operating costs especially for insurance
- Enhances ability to obtain capital grants where ranking includes coordination

Potential Challenges

- Different agencies have different insurance policies and driver requirements
- Gaining agreement on cost sharing
- Establishing protocols regarding process for sharing, reporting of mechanical problems, etc.
- Shared vehicles accrue more miles, so may need to be replaced sooner

Application for Ulster County

Similar to the ValleyRide program described in detail below, a vehicle sharing program in Ulster County could operate using donated vehicles and/or vehicles purchased with Section 5310 funding. The strategy benefits all participating providers because it reduces the overall number of vehicles that need to be purchased and creates a system where only one provider is responsible for storing and maintaining the vehicles. It also offers an opportunity to increase annual mileage on vehicles that are not fully utilized at present.

All interested organizations could “donate” vehicles into the vehicle pool and be able to use them for the daily hours that they are currently used; however, during the hours that they are unused, such as in the evenings and on weekends, any other organization (that is pre-qualified and insured) would be able to “rent” the vehicles for transporting their own clients.

An agency that already operates a large fleet and has a system set up for insurance, maintenance and scheduling/dispatching should act as the lead agency to manage the vehicle pool and provide driver training to the borrowing agency drivers. The Arc of Ulster-Greene and Gateway Industries operate the largest vehicle fleets and may be subject to fewer constraints regarding vehicle

maintenance practices than UCAT; either one of those organizations could potentially act as the lead agency for this strategy.

Examples of Best Practices

The GoRide Vehicle Sharing Program at ValleyRide (Valley Regional Transit, or VRT) in Idaho is a pool of vehicles for human service agencies and non-profit organizations in Ada and Canyon Counties to use when needed. The pool of GoRide vehicles includes a variety of vehicle sizes and vehicles with wheelchair lifts. Agencies and organizations can join the GoRide Vehicle Sharing program and must have a least one driver certified. All drivers operating a GoRide vehicle must be approved prior to the agency or organization requesting a vehicle. There are three types of memberships: Annual Donating, Annual Participating and Participating. A Donating Member is an agency or organization that currently has a vehicle but does not need it seven days a week, or only uses the vehicle during the day or evening. The Annual Donating Member donates their vehicle to the GoRide Vehicle Sharing Program. In exchange, VRT insures and maintains the vehicle. GoRide staff use Kelly Blue Book trade-in value for cars and vans and resale value for buses to determine the value of the donated vehicle. At this point, VRT becomes the owner of the vehicle and the van or bus goes into service as a shared vehicle. The value of the vehicle is credited toward the cost of the Donating Members' annual membership cost.

Costs

The vehicle sharing pool program administration will require approximately 10%-20% of the lead agency employee's time (about \$6,000-\$12,000 each year). The actual amount of time and resources required would depend on how the vehicle sharing program is structured. Another factor in creating the vehicle sharing program involves addressing liability issues, i.e. who insures the vehicle, what is needed to ensure that all drivers meet the insurer's standards, etc.

Potential Funding Sources

- Section 5310 Enhanced Mobility for Seniors and Individuals with Disabilities— the administrative costs of a vehicle pool program could be funded as a mobility management project with the 55% portion of the region's 5310 funding, at 80% federal participation.

Potential Lead or Partner Organizations

- The Arc of Ulster-Greene or Gateway Industries as potential lead agency
- All providers in Ulster County as donators of vehicles
- Mobility Manager to coordinate

Provision of Vehicles to Community Organizations

A community van program such as those operated by a number of transit providers in Washington, Portland, Oregon, and California, two of which are described below, is a third option for vehicle sharing. Through such a program, a provider that has vehicles that are due for retirement but still in usable condition could offer them and other supports to other providers, perhaps in exchange for the provision of a minimum number of trips for the donating agency's customers as well as service to their own clients.

Benefits

- Reduced vehicle acquisition cost for smaller providers
- More use of existing vehicles
- Cost-effective trips for donating agency, if recipient is required to provide a certain number of trips

Potential Challenges

- Recipient is typically responsible for maintenance and insurance costs

Application for Ulster County

UCAT, Gateway Industries, and the Arc of Ulster-Greene operate the largest vehicle fleets and presumably have the most regular vehicle replacement programs (although ARC and Gateway Industries reported having difficulty with timely vehicle replacements over the past few years.) Following the models below of very successful community van programs in Washington and Oregon, UCAT would be the logical provider of vehicles to smaller organizations.

Examples of Best Practices

King County Metro, Community Access Transportation Program

King County Metro's Community Access Transportation Program (CAT) was established over ten years ago in an effort to increase cost-effective transportation options for seniors and people with disabilities and address gaps in Access, Metro's ADA paratransit service. The program has three components; the Advantage program is discussed here (other components are Vanworks and Vanpool Subsidy).

Through Advantage, nonprofit agencies that provide services to seniors or people with disabilities are eligible to receive new or retired accessible vans from Metro. The transit agency also provides vehicle inspections and maintenance (about \$2,000 per vehicle annually), and driver training. For some organizations, Metro may also provide up to \$10,000 or more to cover fuel, insurance, and administrative labor expenses. In return, the nonprofit organization supplies drivers and insurance (general liability, auto liability, worker's compensation, and employer's liability or stop gap coverage), and agrees to make service open to the public and to provide 150 one-way trips per month for ADA-eligible customers.

To decrease the burden that carrying the required types and levels of insurance imposes on smaller agencies, the State of Washington established an insurance consortium through which participating agencies can obtain insurance at reasonable rates.

King County retains title to the vehicles, which enables Metro to monitor and enforce compliance with the terms of the agreements with nonprofit agencies.

The program is attractive to community organizations because it gives them resources to provide transportation for their clients/customers at a reduced cost and without the need to worry about vehicle procurement or maintenance service. As long as they meet their obligation to provide at least 150 ADA trips per month, they may use the vehicle as they choose, to meet specific community/agency needs without the geographic, temporal, and eligibility constraints of ADA paratransit service.

Metro benefits from reduced expenditures for ADA paratransit service. As shown in Figure 4-3, 40-50% of the trips provided by CAT partner organizations each year are made by ADA-eligible individuals, at a much lower cost per trip than the Access average—\$4 to \$5 per trip as compared to \$36 to \$42. Annually, this amounted to a savings of \$5 million for Metro in 2011. As described in Metro’s 2014 strategic plan, the program continues to expand, with the result that ADA ridership declined slightly in 2013.

Figure 4-3 King County Metro Community Access Transportation (CAT) Program Data

Data	2007	2008	2009	2010	2011
Partnerships	20	23	25	25	24
Vans	53	60	76	86	93
Rides	141,368	155,456	211,417	250,369	303,506
% ADA rides	41%	38%	45%	47%	49%
% non-ADA rides	59%	62%	55%	53%	51%
CAT cost/ride	\$5.00	\$4.80	\$4.16	\$4.59	\$4.51
Access cost/ride	\$36.15	\$39.17	\$38.48	\$38.64	\$42.11
Cost savings to Metro	\$1,388,446	\$1,567,712	\$2,781,402	\$3,397,708	\$4,893,700

Source: King County Metro CAT presentation and case study prepared by Nelson\Nygaard for Dallas Area Rapid Transit (DART).

Pierce Transit Care-a-Van Program

Pierce Transit, located in Pierce County, Washington, recently established its Care-a-Van program, which will operate in a similar fashion to King County Metro’s CAT program. Accessible vans scheduled for retirement will be transferred to competitively selected nonprofit organizations that serve seniors, people with disabilities, and other populations. Recipients will agree to provide a certain number of trips—enough trips to equal or exceed the value of the vehicle—that otherwise would not be available or that would be more costly for Pierce Transit to provide.

Unlike the King County program, however, recipient organizations will be responsible for providing vehicle maintenance as well as required insurance coverage, and vehicle titles will be transferred to the recipient organizations once they have met operational and administrative requirements such as providing the required number of trips, obtaining insurance coverage, and submitting monthly reports.

In addition to improving mobility for community residents, Pierce Transit expects to realize savings from reduced demand for ADA paratransit trips.

Costs

As shown in the examples above, a community van program typically generates savings to the transit agency that offers vehicles to community organization in exchange for the operation of a certain number of paratransit trips. The recipient organization would be responsible for vehicle maintenance and insurance costs, but would save the cost of acquiring the vehicle.

Potential Lead Agency

- UCAT

Travel Training Program

People who have never used public transportation often have real concerns and fears about using the public transportation network. This strategy has many of the same goals of a bus buddy program, but is more formalized. A training program that teaches consumers how to use public transportation and become confident transit riders can help encourage use of public transit. Travel training may be promoted as a marketing strategy to encourage key consumer groups (i.e., older adults) to use public transit; or it may be targeted towards frequent users of paratransit to encourage individuals to use lower-cost fixed route services, as appropriate to the individual's circumstances.

Benefits

- Encourages and support use of local fixed-route services
- May reduce demand for paratransit services
- Increases awareness and use of a variety of community transportation services
- May support other regional priorities, such as workforce development

Potential Challenges

- Some audiences and individuals may require specialized training
- Requires multiple-agency cooperation to identify training opportunities
- Training may require support from agencies that perceive no, or minimal, long term gain

Application for Ulster County

Currently, the Ulster County Office for the Aging and Ulster County Area Transit (UCAT) both offer travel training programs. The Office for the Aging program is offered to seniors who want to learn how to use the fixed route system, while UCAT's program is open to the general public (including seniors and people with disabilities). These programs could be merged and/or expanded and marketed to a wider range of trainees.

Costs

Costs to combine the two programs would likely be minimal, and consist primarily of staff time to identify overlapping functions (recruitment, assessment of initial skill level and most appropriate training method, training time, recordkeeping), determine the best approach to consolidation, and market the new combined program. Should the number of trainees increase significantly, a part-time or full-time trainer may become necessary in the future.

Potential Funding Sources

- Section 5310 Enhanced Mobility for Seniors and Individuals with Disabilities—45% portion of annual apportionment, at 50% federal participation.

Potential Lead or Partner Organizations

Flex Voucher Program (With Volunteer Drivers)

Flexible vouchers (also called flex vouchers) can be issued or sold to eligible individuals and used to purchase trips from public or private transportation providers, taxicabs, or to reimburse friends/family members and volunteer drivers. Typically, sponsoring agencies subsidize the cost of the trips, so that riders are able to receive service at a reduced cost. Eligibility is based on age, disability, income criteria, or the need for a specific type of trip, such as employment transportation.

Flex voucher programs, particularly those that may be used with any type of service and recognize family members or friends as eligible providers of service, could fill temporal and geographic gaps in fixed-route and demand-response service by providing an affordable and convenient option. Such programs also expand the number of volunteer drivers that are available through other programs to provide rides for eligible individuals.

Similar to other types of programs that provide subsidies to individuals rather than to transportation providers, flex voucher programs are consumer-driven, and allow consumers to control resources directly and make their own decisions about service providers. Other advantages include low start-up and administrative costs, support for existing transportation providers and services, and the flexibility to adapt to a variety of local conditions.

Typically, a lead agency will implement and manage a voucher program through a Mobility Management program.

Benefits

- Voucher programs maximize use of existing volunteer driver programs
- Programs can allow volunteers to be reimbursed to expand transportation options
- Voucher programs offer an affordable option for long-distance trips
- Users have their choice of transportation provider
- Low start-up costs

Potential Challenges

- Voucher programs require a lead agency to assume responsibility for day-to-day administration
- Sponsor agencies are needed to subsidize the cost of trips for their customers or clients
- Measures must be implemented to prevent fraud

Application for Ulster County

In Ulster County, a flex voucher program could be implemented initially to complement the Neighbor-to-Neighbor volunteer driver programs operated by the Office for the Aging, and expanded at a later date to include other sponsor agencies, eligible individuals, and participating service providers.

The Office for the Aging noted that requests for rides via the Neighbor-to-Neighbor program have increased rapidly in the past year; without additional volunteers the program may need to start turning down riders.

Since driver recruitment is such a significant challenge, the voucher program could operate as a method of transferring the recruitment and retention of drivers from the Office for the Aging to their member participants. Office for Aging would provide funding for the vouchers and distribute them to participants with guidelines on finding drivers (primarily friends and family members) outside of the volunteer driver pool currently available to OFA.

In the longer term, an Ulster County Mobility Manager could be responsible for developing the vouchers and working with the Office for the Aging initially. The Mobility Manager would be responsible for receiving funding and participant referrals from the Office for Aging, receiving completed vouchers from participants, and processing payments to the volunteer drivers. In concert with the Office for the Aging, the Ulster County Mobility Manager would also develop and implement fraud controls, such as a secure numbering system.

If the program were expanded, additional organizations could choose to sponsor trips for their customer groups. Sponsoring entities would have a say in the governing policies of the program, would set their own eligibility standards, and would likely provide oversight through an advisory committee structure. Referring agencies (likely the same as sponsoring entities) would identify participants who do not have any other transportation options and would help to screen applicants and prevent fraud. Agencies/organizations that could serve as sponsoring/referring entities include Jewish Family Services, Always There Home Care, Family of Woodstock, Inc. and others. These organizations have customers who are likely to have needs for types of trips beyond those that are provided by the organization, such as grocery trips. The voucher program could also serve as a means of providing occasional trips or those that aren't cost-effective for providers to serve—such as ADA trips, or trips from outlying areas to connect riders with fixed route services or destinations in population centers. ARC or Gateway Industries, which have clients throughout the county, would be potential providers for such trips.

The responsibilities of Ulster County's Mobility Manager would expand to include developing the vouchers for all sponsor agencies, recruiting sponsors and coordinating sponsorships, raising funds to support subsidies, and working with the transportation providers.

Transportation vendors participating in an expanded flex voucher program could include public transportation providers, private transportation operators, taxi companies, and established volunteer driver programs (OFA's Neighbor-to-Neighbor), as well as friends and family members recruited by participating individuals.

Examples of Best Practices

TRIP Volunteer Driver Program Model, located in Riverside, California is the original TRIP program (Transportation Reimbursement and Information Program), providing a low-cost, low maintenance, customer-driven approach for providing transportation to older adults. The TRIP program reimburses volunteers to transport individuals where no transit service exists or when an individual is unable to use public transit. TRIP participants recruit their own volunteers from friends and neighbors. The participant rides for free. At the end of each month, participants send in their requests for mileage reimbursements for their volunteer drivers, including the following information: dates of travel, reasons for travel, origin, destination, miles driven, driver identification, and length of trip. These details are entered into the program software, TripTrak, which will then calculate the amount needed for reimbursement. The TRIP program has been replicated in at least eight other locations in California, Illinois, Kansas, Massachusetts, and Michigan. The model is successful because it does not rely on program staff to recruit drivers or schedule rides, and the agency administering the program does not need to own any vehicles or

charge fees to users. It creates a system of self-management and self-esteem among participants because they are responsible for recruiting their own drivers and managing trip information. Riders and drivers have a mutual agreement regarding scheduling rides to specified destinations. In addition, riders are comfortable with drivers because they already know them. The model also separates the sponsor agency from the driver, which lowers liability and insurance costs.

See Appendix D for more information about the operation of the TRIP model in other areas.

The Bear River Association of Governments (BRAG) in Utah launched the BRAG Medical Voucher Program in June 2014. The program provides an innovative non-emergency medical flexible transportation voucher program specifically targeted at helping individuals who were not being served by current transportation resources in the region. BRAG serves as the program administrator, which involves coordinating with partnering / referring organizations, participant and trip eligibility determination, issuing flex vouchers, and reimbursing trip providers. Referring agencies, such as local non-profits, refer clients to the program who meet disability and financial eligibility criteria. Participants are then allocated a maximum of \$400 per year to pay for transportation to medical appointments; vouchers are distributed based on need every six months. The customer arranges for the particular mode of travel and provides vouchers to an eligible provider or driver. The eligible driver accepts the voucher as payment for the rides provided and redeems the voucher for the cash value from the BRAG program administrator. Voucher trip can be arranged with individual drivers, private operators, and non-profit or human services transportation operators. The program launched in June 2014 with a \$10,000 budget, and was granted an additional \$100,000 shortly thereafter to expand the program to several additional groups and geographic regions.

Costs

Start-up and Ongoing Administration

Development and implementation of a program focused on Office for Aging customers would require perhaps up to 15% of the Ulster County Mobility Manager's time initially or up to about \$9,000 in the first year. A broader program would require more time for development and ongoing operation, up to 30%, or \$18,000 in a year—comprehensive voucher programs can require a full-time staff person to identify sponsor agencies, work with an advisory council, and accomplish all planning and implementation activities, plus a part-time administrative position to assist with ongoing operations. Start-up costs might also include the purchase or development of a simple software tool to track customers, trips, and reimbursements.

Working with sponsor agencies, the Ulster County Mobility Manager could administer a flex voucher program on an ongoing basis using about 5-10% of a full-time position or about \$3,000-6,000/year for a program focused on Office for Aging customers, and about 15-20%, or \$9,000-12,000 for an expanded program. Ongoing operational expenses apart from reimbursements to drivers or other service providers, such as the printing of vouchers, would be minimal.

One approach to implementing a flex voucher program would be to replicate the TRIP model, with the assistance of the program's creator, Independent Living Partnership (ILP). ILP recommends a two-day training with staff of the original program in Riverside, CA at a cost of \$375 per person; most organizations send two staff members to the training. An annual TripTrak software subscription costs \$2.50 per service day, for which ILP provides database management and administration and automatic program updates. Use of TripTrak also requires a start-up license fee of \$275, renewable for \$125 annually. Implementing a voucher program internally

would involve lower out-of-pocket expenses, but would require staff time on the part of the PAG Mobility Manager and participating agencies, as noted above.

Trip Subsidies

One of the flexible aspects of a voucher program is that levels of subsidy per user and total annual subsidy amount can be set by the sponsoring entities based on the level of funding available to them.

Potential Funding Sources

- Section 5310 Enhanced Mobility for Seniors and Individuals with Disabilities—45% portion of annual apportionment, at 50% federal participation. Note that administrative costs associated with a voucher program and the cost of vouchers used by older adults and people with disabilities to purchase trips from taxi providers, human service agencies, and volunteer drivers are eligible 5310 expenses. While vouchers for public fixed-route and ADA paratransit trips could be provided to customers, and other groups (such as rural area residents) could be included in a voucher program together with older adults and people with disabilities, 5310 funds may not be used to cover the costs of those trips.
- Sponsorship by human service agencies
- Private foundation grants

Potential Lead or Partner Organizations

- Ulster County Office for the Aging
- Mobility Manager

Van Pool Service for Job Access

Vanpool is the organized, shared use of a vehicle by people traveling to the same destination. The van is typically provided by a local transit authority, nonprofit group or employer. The vanpool is incentivized by allowing participants to use special facilities, such as high occupancy vehicle (HOV) lanes and preferred parking. Participation in a vanpool is further incentivized by decreased costs from gas and vehicle maintenance. Typically, vanpool members work out agreements amongst themselves for paying for gas and vehicle maintenance, as well as scheduling which member will drive the vehicle.

Vanpool services are most attractive to employees commuting from transit-poor locations. In addition, the potential cost-savings and opportunity for preferred parking can also make vanpooling a desirable option. For employers interested in setting up a vanpool service, one of the simplest ways is to purchase a “sprinter van.” These vans do not require special licenses, so they can be used for meetings as well as commuting purposes.

Benefits

- Opens job markets to persons with low income and other transit-dependent individuals
- Partnerships with employers may provide opportunities to reduce costs
- Eligibility for Job Access Reverse Commute (JARC) funding

Potential Challenges

- Vanpools can be relatively easily implemented but require financing
- Vanpools require partnerships with employers or local agencies/organizations

Application for Ulster County

While the majority of major employers in Ulster County are located near public transportation provided by Kingston Citibus or UCAT, a number of employers are not. These include a cluster of employers north of Saugerties as well as employers on the outskirts of New Paltz. Employers located more than a mile away from the fixed route transit system include:

- Elna Magnetics in Saugerties
- Mohonk Mountain House in New Paltz
- First Student in Saugerties
- Gillette Creamery in Gardiner
- LoDolce Machine Company, Inc. in Saugerties
- Prism Solar Technologies, Inc. in Highland
- Tongore Pines Senior Housing in Olivebridge

A vanpool service could provide a cost-effective link for individuals to access opportunities with these employers. The Ulster Mobility Manager could partner with one or more of these employers to provide a subsidy for gas, mileage, maintenance, and pay to purchase a van. The van participants would then pay a small fee for riding; the driver would ride for free and keep the van at his/her house.

Examples of Best Practices

Pace's Vanpool Services, Pace, IL is comprised of four different programs, the Advantage Program, the Vanpool Incentive program, and a traditional ride share program. The Advantage Program provides a transit alternative to persons with disabilities that commute on a regular basis to work sites or rehabilitative workshops. This program not only provides service to persons who might otherwise request ADA paratransit service from Pace, it also is an alternative for those people living outside the $\frac{3}{4}$ mile ADA paratransit service area. The Vanpool Incentive program provides a group of commuters with a van and pays for fuel, maintenance, insurance, and tolls for a flat, monthly fare.

Costs

Costs vary by route distance and hours of operation. A sprinter van typically costs around \$40,000, plus operating expenses.

Potential Funding Sources

- Section 5310 Enhanced Mobility for Seniors and People with Disabilities
- Section 5307 Urban Area Formula Grants

Potential Lead or Partner Organizations

- Local employers
- Mobility Manager

Mobility Manager

Mobility Managers serve as policy coordinators, operations service brokers, and customer travel navigators. They help communities develop transportation coordination plans, programs, and policies, and build local partnerships. A Mobility Manager might help coordinate support functions for community transportation services, perhaps eventually taking on the call center function for multiple community transportation providers and/or becoming the broker of a coordinated system. A Mobility Manager might also serve to organize and manage a taxi subsidy program on behalf of sponsoring organizations.

Typical Mobility Manager functions include:

- Chairing a coordination council or advisory group
- Provide education and outreach to market transportation services, recruit new partner organizations, and garner community support
- Help individuals find the most appropriate transportation option for their needs
- Coordinate 5310 applications and compile reports
- Spearhead coordinated plan updates
- Coordinate travel training, assist with vehicle sharing programs, administer voucher programs
- Provide technical assistance to transportation providers
- Oversee coordinated operations, such as a one-call/one-click system or centralized scheduling and dispatch

A key component of a successful mobility management program, and one of the most critical roles for the Mobility Manager, is the establishment of a mobility management advisory group. The group should include transportation providers, funders, partner organizations and other stakeholders, and advocacy groups. With the support of the Mobility Manager, this advisory committee can identify potential mobility management activities for the region, provide input and feedback as they are developed and implemented, and foster ongoing working relationships among the members of the group.

Individuals or organizations that are hired to provide mobility management functions often require training and ongoing technical support. Therefore, it behooves a responsible organization such as a State DOT, an MPO/RPA, or a transit agency to make sure that Mobility Managers in their region are properly trained and supported.

Benefits

- Ensures that staff resources are available to implement mobility and coordination strategies
- Creates a community resource to promote existing and available transportation programs and services
- Can highlight mobility challenges and opportunities and raise awareness

Potential Challenges

- Mobility Managers with the full range of range of required skills may be difficult to find
- Individuals who are Mobility Managers will need to adopt an entrepreneurial approach and be well supported by key institutions and organizations to be effective

- Implementing programs and creating awareness can result in improved effectiveness and efficiency
- Individuals will likely need training and support
- Requires matching funding from sponsoring agency

Application for Ulster County

Most of the Mobility Management strategies recommended in this chapter should be planned and executed by a dedicated part-time or full-time Mobility Manager at the county or regional level. Ulster County could procure a Mobility Manager to implement county-level strategies or Ulster County agencies could band together to hire a Mobility Manager to implement strategies across multiple counties.

The Mobility Manager should also tap into the statewide New York Mobility Management Network (summarized in Chapter 4) which allows Mobility Managers to connect and share information. Moreover, the Mobility Manager should tap into state and national Mobility Management training programs and conferences to develop an understanding of key strategies, implementation tactics, and evaluation measures.

Examples of Best Practices

Please see New York State Mobility Management Highlighted Programs in Chapter 4.

Costs

The annual salary cost of a (single) Mobility Manager (overhead and program function cost additional) might range between \$30,000 and \$60,000, depending on whether the Mobility Manager is part- or full-time. The cost to train and support Mobility Managers is estimated to be between \$50,000 and \$100,000 per year, and might best be accomplished through a consulting contract unless in-house expertise in this area is developed.

Potential Funding Sources

The cost of funding a Mobility Manager is allowed under Section 5310 Enhanced Mobility for Seniors and People with Disabilities and Section 5307 Urban Area Formula Grants under the presumption that the Mobility Manager provides functions pertinent to each program. In each case, this is considered to be a capital cost, and hence, Federal funds from these programs are available at an 80/20 match.

Mobility Managers in other New York counties are supported by New York State Operating Assistance (STOA), county funds, contributions from partner organizations, and in-kind services as well as Section 5310 funds.

Potential Lead or Partner Organizations

Entities housing the Mobility Managers across New York State include public transit systems, county Offices for the Aging or Departments of Social Services, rural health networks, local chapters of NYSARC, municipalities, and nonprofit organizations.

MOBILITY MANAGEMENT PROGRAMS IN NEW YORK STATE

New York Mobility Managers Network

The New York Mobility Managers Network is a voluntary group to further the practice of mobility management in the state. The group shares information, plans events, and discusses pertinent mobility topics via an online project management site called Basecamp. As of May 2016, there were 80 people who subscribe to this group, 118 active discussion topics, 101 shared files, and one upcoming event, the Mobility Solutions Summit.

A **Mobility Solutions Summit** was held on June 23-25, 2016 in Ithaca, NY, bringing together mobility managers, transportation planners, and advocates to discuss two topics: shared-use mobility and better practices.

- Shared-use mobility sessions explored bike share, car share and ridesourcing services such as Uber and Lyft and how they may be used in Upstate NY. The sessions also explored attributes of successful non-profit community car share services, regulatory barriers to shared-use mobility services before the NYS Legislature in 2016, and relationships between shared-use mobility and conventional public transportation.
- Better Practices sessions explored the business and policy cases for innovative mobility services, public policy/planning, mobility management and mobility technologies.

Mobility Management Case Studies

Below are three successful mobility management programs in New York State in counties with similar demographics and transportation gaps and needs as Ulster County.

Allegany County

Ardent Solutions (formerly the Allegany/Western Steuben Rural Health Network), founded in 1994, is an established, highly visible rural health network comprised of service providers and community leaders. The organization works to improve access to care, increase effectiveness and efficiency of service delivery, and build organizational capacity for agencies. It houses the ACCESS Allegany Mobility Management Office and ACCESS Allegany Call Center. The Allegany County transit system is branded as “ACCESS Allegany;” public and private transit providers under this umbrella are coordinated.

Ardent Solutions employs a Mobility Manager, a Mobility Quality Assurances Coordinator, and a Call Center Coordinator.

Mobility Management Strategies

Priority mobility management activities for Allegany County include:

- A car/van pooling (ride share) program coordinated with the 511NYRideshare program for travelers with similar interests and destinations to assist in cost saving for those commuting long distances to work.
- A volunteer driver program to fill transportation gaps organized through the Office of Aging and providing reimbursements of \$4.00 per ride.
- A coherent coordinated transit system that maximizes the productivity of the existing transportation providers by maximizing under-utilized capacity.

- A comprehensive social marketing plan for public transportation that is working to raise awareness of transportation throughout the county.
- The Access Allegany Travel Training program teaches people with disabilities and older adults to travel safely and independently using public transportation. The program is free and open to all individuals. There is also a Training Workshop for those who completed the initial training session and want a more detailed and one-on-one experience.

ACCESS Allegany Call Center

The ACCESS Allegany One-Stop Call Center is managed by Ardent Solutions. The program provides trip planning for public transportation, as well as the brokerage of non-emergency medical transportation utilizing both public and private transit providers. The travel training program, volunteer driver program, and the rideshare program are also run through ACCESS Allegany.

The ACCESS Allegany website describes the organization's role as the mobility manager for Allegany County. It provides quick links for the six service areas and corresponding routes operated by the provider, as well as weekly schedules for each route. The website offers an overview of available services and information for how to contact the ACCESS Allegany Call Center. It also posts rider alerts and additional information like holiday schedules and links to social media. All of this information is provided on a clear, easy-to-read webpage.

Funding

Mobility management activities are primarily funded through FTA Section 5311, after transitioning away from the JARC and New Freedom funds that they received in the past. The state provides 10% match for the 5311 funds through the State Operating Assistance program. The county used to provide a 50% match; however, that contribution has been significantly reduced because many Ardent Solutions employees are paid through a contract with Rural Health Network which is considered an in kind contribution which has helped to reduce the county's funding requirements.

Schuyler County

The Arc of Schuyler County implemented a mobility management program after receiving a combination of JARC and New Freedom funds. With these funds, they hired a Mobility Manager to coordinate transportation and related issues in Schuyler County, including Schuyler County Transit, which serves the rural parts of the county and contracts with the ARC to operate service. The transit system has one fixed route that also deviates to provide demand-response service to seniors and people with disabilities. Additionally, a Dial-a-Ride service is available for non-emergency medical trips.

Schuyler County employs a Mobility Manager and a Call Center Representative.

Mobility Management Strategies

Priority mobility management activities for Schuyler County include:

- The Mobility Manager is coordinating with other counties to integrate regional transportation in the seven county region. This project is working to move some of the recommendations from the Regional Plan forward, including implementation of a regional transportation service to important hubs like the Regional Medical Center.
- They are piloting a ridesharing program to connect rural residents to employment in partnership with neighboring counties through the SouthernTierRideshare.com program (coordinated with Chemung and Steuben Counties). This project will be completed within the next year.
- They are working with Tri-County Mobility Managers to provide continued outreach to the veteran population and develop a rideshare program to help veterans access appointments at the Bath Veterans Medical Center.
- There is a travel training and bus buddy program to help people orient themselves with transit and how to ride the bus and understand the value of being connected.
- A volunteer driver program is run through the Office of Aging, administered through RSVP at Catholic Charities. Volunteer recruiting and scheduling is done through the Transportation Link-Line.

Transportation Link-Line Repository

The Transportation Link-Line, launched in 2014, is an information and assistance service that connects people in Schuyler County and neighboring communities with transportation options. Transportation Link-Line was funded by a one-time Veterans Transportation and Community Living Initiative (VTCLI) grant, NYS Department of Transportation, and Schuyler County Office for the Aging. The Link-Line will help with regional connectivity by pulling all transportation resources into one place. The service includes scheduling and routing software, a central repository of information, and a multimedia marketing and outreach campaign to educate the public. Utilizing remaining JARC / New Freedom grants, the Arc of Schuyler employs a part-time call center representative, the cost of which is split with the Office for the Aging. The online platform is operated by The Arc of Schuyler.

Funding

Schuyler County Mobility Management was previously funded by JARC and New Freedom grant programs, and these funds are still in use until they run out. The program is also funded with

Section 5310 grants with local match funds from the ARC of Schuyler. As noted above, the Transportation Link-Line was funded by a one-time VTCLI grant.

Tompkins County

Mobility Management is coordinated by the Tompkins County Department of Social Services (DSS). This effort was formed through a collaboration between public entities and private institutions under the oversight of the region's MPO (ITCTC). In 1997, three transit agencies were consolidated as Tompkins Consolidated Area Transit (TCAT). Since 2006 the DSS has had this responsibility, which is managed by a Chief Transportation Planner who acts as the Mobility Manager. Tompkins County DSS coordinates all TCAT transit services, Cornell University TDM efforts, the MPO, and other programs and initiatives are coordinated together through the DSS.

Mobility Management Strategies

- DSS utilizes the Way2Go program to administer many of its mobility management strategies, including the one-call/one-click resource, travel training, mobility manager outreach, and other programs (see below for more information).
- DSS is currently undertaking a needs analysis of mobility gaps and needs across Tompkins County.
- They have a car share membership program through Zimride, called the Tompkins Rideshare Program, which has 19,000 enrolled users and partners with 100 employers in the region.
- There is also a program to pay for taxi rides or car share to transport clients to job interviews.
- DSS recently embarked on a research project to explore the feasibility of creating a local app and pilot program to assist people with planning transportation through various modes: Medicaid transportation, ridesharing, public transit, taxi, car share, etc.
- Additionally, DSS oversees a volunteer driver program connecting people with transportation options to regional medical centers.

Way2Go Program

Way2Go, originally known as RideWise, is a community mobility education program created in 2009 to help meet Tompkins County's goals of increasing transportation equity and sustainability. The project was originally funded through Federal Transit Administration (FTA) Job Access and Reverse Commute (JARC) grant program administered by Tompkins County Department of Social Services. Way2Go partners with employers, human service agencies, transportation providers, advocates, policymakers, and other stakeholders. The Way2Go program has many features and projects, including:

- A one-call/one-click transportation repository to connect transportation providers, information services and support functions in an integrated system that allows individuals to conveniently find transportation information and support.
- Employer education program to reduce transportation as a barrier to employment through partnerships with local employers.
- Senior education program to educate seniors about transportation resources and ensure safe travel.

- Travel training program to ensure that seniors and people with disabilities are able to access the transportation services they need by training them to use the fixed route service.
- Transportation for School Success works with ICSD school districts to promote awareness and use of transportation strategies and solutions to support equal access to activities.
- Regional Mobility Manager Outreach to support coordinated transportation education and marketing across counties in upstate NY to reduce regional transportation needs.

In the first quarter of 2015, Way2Go deployed a broad range of programs to address transportation needs and sustainability in Tompkins County. Over 194 individuals were directly reached by Way2Go events in the first quarter and nearly 10,000 viewers were reached through Way2Go's online and media content.

The Way2Go program was initially funded with JARC funding; now it is funded with primarily Section 5311 funds.

Funding

Tompkins County utilizes FTA Section 5307, 5309, 5311 funds which are all managed through the county. Section 5310 will be managed through the County soon as well. The County allocates 5307 funding for mobility management and operating assistance for non-public transit agency operations. They also flex Federal Highway Administration funds through the MPO to pay for mobility management projects.

LOCAL PRIORITIES AMONG POTENTIAL MOBILITY MANAGEMENT STRATEGIES

Stakeholder outreach included in this phase of the planning process included:

- A working group session among key staff members from Ulster County transportation providers to discuss potential coordination and mobility management strategies
- A combined meeting with both the Technical Advisory Council (TAC) and the Stakeholder Advisory Group (SAG) to review, discuss, and prioritize potential strategies

This section describes the results of those efforts.

Transportation Provider Working Group Meeting

Representatives of UCTC, UCAT, Gateway Industries, and the Arc of Ulster-Greene met to consider the operational issues associated with the mobility management strategies listed earlier in Figure 4-1. The use of unused vehicle hours or seating capacity on providers' vehicles to transport customers of other agencies or the general public, through contracting or vehicle sharing options, a flexible transportation voucher program, centralized trip scheduling, and a Mobility Manager generated much discussion.

With regard to contracting for service among agencies, the providers noted that they must comply with federal regulations associated with not only the 5310 program, but also the 5307 Formula Program for Urbanized Areas, and/or New York State Department of Motor Vehicles 19-A requirements for bus drivers, depending on their funding sources. Any contractors to these providers would be required to comply with the same requirements.

The most attractive strategies to these key providers included the following:

- Nonprofit providers' vehicles (5310 vehicles and others) used to complement or provide public service
- Vehicle sharing option #3: Used but still useful vehicles provided to smaller organizations, perhaps in exchange for provision of some trips
- Centralized call center and scheduling
- Combined and expanded travel training program
- Flex voucher program
- Joint branding and marketing
- Mobility Manager to develop, implement, oversee comprehensive program

TAC/SAG Meeting

Following the provider working group meeting, the TAC and SAG met jointly to discuss the potential mobility management strategies listed in Figure 4-1. (All of the providers that participated in the working group meeting are also members of the TAC, and took part in the second meeting as well). As a result of the discussion, twelve strategies were posted on the wall of the meeting room. Participants each received ten sticky dots and “voted” as they wished for their preferred strategies.

The voting resulted in the priorities shown in Figure 4-4.

Figure 4-4 TAC/SAG Ranking of Mobility Management Strategies

Strategy	Number of Votes	Rank
Mobility Manager to oversee comprehensive program	23	1
High-tech One-Call/One-Click system (high level of functionality including trip planning assistance, trip reservations, and centralized scheduling)	20	2
Flexible voucher program	14	3
Centralized scheduling/dispatch	13	4
Vehicle sharing—joint 5310 applications	9	5
Vehicle sharing—vehicle pool	9	5
Contracting for service among providers	9	5
Expanded travel training	4	6
Vanpool or ridematching program for work trips	3	7
Simple One-Call/One-Click system	2	8
Joint management/administrative activities	1	9
Vehicle sharing—provide used vehicles to other organizations (community van program)	0	10

After the voting, members of the group shared the reasoning behind their choices. Refined strategies, or implementation considerations associated with some actions, resulted from the discussion.

- Joint 5310 applications

- Participants noted that this strategy could make the area’s limited 5310 funding go farther, and that could also support centralized scheduling and contracting for service.
- Vehicle pool
 - During the discussion about a pool of vehicles that would be overseen by one agency and available for others to use, it was noted that a mixed fleet would be important so that a variety of trips could be served using an appropriate vehicle: individual, group, wheelchair-accessible, and non-accessible trips, for example.
 - As well as established transportation providers, agencies that currently do not operate a transportation program, such as the Institute for Family Health, would be interested in participating in a vehicle pool as a way of getting clients to services when no other options are available.
 - Several providers—including UCAT, ARC, and Gateway Industries—indicated that they would also be interested in a joint pool of qualified drivers that they could draw upon as needed. To be universally qualified, drivers would need to hold Commercial Drivers Licenses (CDLs) and meet the state’s 19-A requirements.
- Contracting for service
 - This option received support from both potential providers and purchasers of service. Some providers also see themselves as potential purchasers, and would like to see current contracting arrangements be reciprocal in the future.
 - As in the provider working group meeting, it was noted that organizations providing service under contract to those subject to FTA and NYS regulations would also need to be compliant with those requirements.
- Centralized scheduling and dispatch
 - Meeting participants saw a centralized call center as part of a centralized scheduling and dispatch strategy. SAG members noted that such a call center would be beneficial to agency staff members, such as care coordinators and care navigators, as well as potential riders.
 - It was also seen as important to include a regional AVL system as a component of a centralized scheduling and dispatch strategy.
 - TAC and SAG members saw centralized scheduling and dispatch as a strategy that could work together with vehicle sharing options and contracting for service to make the most efficient use of the transportation resources in the county.
- High-tech one-call/one-click system
 - TAC and SAG members indicated that the functionality of a one-call/one-click system should include the opportunity for a caller to book a trip and receive a confirmation number during their call or visit to the website
 - Personal assistance with trip planning over the phone would be a very important component of the system– to help people identify itineraries for complicated trips and to accommodate the roughly 50% of clients who either don’t have or don’t use computers. (Mobile apps are easier ways for people to get information, because most have smart phones in lieu of a home computer with internet access).
 - It was noted that a high-tech one-call/one-click with a sophisticated level of functionality would not be cost-effective if there are service gaps within the county—the investment in technology and staff to provide transportation information and

plan and book trips would not be worth it if there are still trip needs for which no option exists.

- The group agreed that a high-tech one-call/one-click, while desirable, is a strategy best pursued over the longer term than at present.

In addition to the top-ranked strategies already mentioned, a flexible voucher program including drivers identified by voucher recipients as eligible providers was one of the strategies that received a high number of votes.

There was universal support for the establishment of a Mobility Manager position for Ulster County (not necessarily as part of a county department) to spearhead the development and implementation of individual strategies and ensure that coordination of transportation services in the county continues to progress.

SAG members also pointed out the need for pedestrian and bikeway improvements to make it easier for county residents to reach and use fixed route services. UCTC noted that bike/ped improvements are being made to address gaps as funding opportunities arise, and suggested that the bike/ped community be included in future meetings and discussions about coordination of services for older adults, people with disabilities, and human service agency clients.

RECOMMENDATIONS

This chapter presents a recommended approach to implementing the high and medium priority coordination and mobility management strategies identified by TAC and SAG members. Preliminary implementation steps for each strategy, estimated costs and potential funding sources, and an implementation timeframe are included.

Summary of Recommended Mobility Management Strategies

Based on an analysis of current transportation programs and services and a varied public outreach effort, there are a number of actions that partner agencies in Ulster County could undertake to increase coordination of client and general public transportation services and improve mobility options for county residents and other stakeholders. Those mobility management strategies are:

- Hire a Mobility Manager to coordinate and oversee future mobility management activities
- Work toward the establishment, at some appropriate point in the future, a One-Call/One-Click system that offers the opportunity for customers to learn about suitable transportation options, receive personal assistance with trip planning, if needed, and reserve a trip, as well as centralized reservations and scheduling and capabilities for participating providers
- Develop a flex voucher program that includes drivers identified by voucher recipients as eligible providers of service
- Encourage and facilitate joint applications for 5310 vehicles among providers
- Establish a vehicle sharing pool
- Explore opportunities for contracting for service among the county's transportation providers
- Consolidate and expand the county's two existing travel training programs

- Offer a vanpool program and/or a ridematching service for work trips

Each of these strategies is summarized below. Strategies are shown in order of priority to TAC and SAG members, but the timeline presented later in the chapter shows an initial sequence for implementation of the strategies.

While vehicle replacements and other capital projects that may arise to meet the needs of older adults and people with disabilities, as well as the provision of operating assistance to 5310 subrecipients, were not specifically discussed and ranked during the TAC/SAG meeting, public and human service transportation providers in Ulster County will continue to rely on 5310 as a source of funding for such projects. Therefore, **continuing to provide funding for capital investments and operational needs for eligible applicants as needs dictate and resources allow** is a strategy that Ulster County will pursue in addition to those listed.

Mobility Manager (#1 ranking)

A full-time Mobility Manager will be critical to the successful development and implementation of other mobility management strategies in Ulster County. Without an individual who is charged with establishing relationships between affected stakeholders, promoting coordination and mobility management activities, and spearheading specific strategies and initiatives, and who has the resources (primarily time and skills) to pursue those objectives, mobility management activities are likely to progress slowly.

Following the example of Mobility Managers in other NY counties, Ulster County's Mobility Manager could be housed in a number of organizations: UCAT, the Ulster County Office for the Aging, the Arc of Ulster-Greene, a municipality, or another nonprofit organization that is stakeholder in human service transportation but not a transportation provider.

Rural health networks also serve as the Mobility Managers in other counties or multi-county regions, and are strong partners to transportation organizations in efforts to expand mobility options for residents and facilitate access to programs and services. At present, no rural health network covers Ulster County, but networks are in operation in Greene and Delaware Counties, Eastern Dutchess County, the South Central region that includes Broome, Tioga, and Delaware Counties, and the Mid-Hudson South region. The potential for locating an Ulster County Mobility Manager in one of these organizations should be explored.

Implementation Steps

1. A first priority project for stakeholders in Ulster County to take on is the establishment of an advisory group (Ulster County Mobility Management Advisory Committee or Ulster County Transit Coordination Council, for example) to provide guidance as other strategies are developed and implemented. The group could include members of the TAC and SAG to start. This group should take on the task of hiring a Mobility Manager to work with the group and move implementation of other coordination strategies forward.
2. Develop Mobility Manager job description. Sample job descriptions are available at <http://nationalcenterformobilitymanagement.org/in-practice/> as a starting point. Mobility Managers in other NYS counties would also be a good resource to consult when identifying key job duties.

Previous experience in any of the following areas, plus an outgoing personality, would be valuable: public or human service transportation management or operations, project

management, public outreach or coalition-building, and/or provision of technical assistance.

3. Evaluate alternative organizations to employ the Mobility Manager and select the most appropriate entity; post the job opening through that organization's normal channels and those of stakeholders, and state and regional transportation organizations.
4. Conduct interviews. Include one or two members of the coordination council on the interview committee.
5. Hire qualified individual using housing entity's process.

Implementation Timeframe

Forming a coordination council and hiring a Mobility Manager should be the first strategy implemented by Ulster County stakeholders as part of this plan, so that the Mobility Manager can take over responsibility for moving forward with other strategies included in the plan and priority projects that may arise in the future. Forming a coordination council and getting a Mobility Manager onboard could take up to six months.

Potential Costs

A reasonable starting salary range for a qualified Mobility Manager might be \$50,000-60,000 per year. Note that an annual salary of \$60,000 per year was assumed when estimating the potential cost of other mobility management strategies that would require a percentage of the Mobility Manager's time. If a lower/higher annual salary is more appropriate for the Ulster County area, potential costs of those other strategies will be lower/higher as well.

One-Call/One-Click System (#2 ranking)

One-call/one-click systems typically provide centralized information about transportation services and may also offer assistance with trip planning and/or trip booking or the ability to book trips directly from the system. A wide range of options is available to organizations wishing to develop and implement such a system, from the transportation services that are included, the type of information and level of assistance that is provided to the customer, and the degree of technological sophistication. The benefits of such centralized services are typically the solution to a specific issue, such as a plethora of transportation services, characteristics, and requirements that customers must evaluate to identify an appropriate provider for a trip, or the need for customers to call different providers for different types of trips; better customer service; and maximum use of vehicle capacity (when trip schedules are shared among providers).

In Ulster County, stakeholders have indicated a preference for a one-call/one-click system that includes trip planning assistance (automated and personal) and trip booking options for users and facilitates joint scheduling and dispatching among the providers of public paratransit and human service transportation services in the county. These are functions that a more complex one-call/one-click system could facilitate. A centralized source of transportation information that customer could access over the phone, by speaking with a mobility specialist, or online would be a first step in the development and implementation of a more complex one-call/one-click in the future.

In the meantime, UCTC, UCAT, and Kingston Citibus are embarking in an effort to consolidate those two public transit systems. Presumably, one component of the consolidation will be a combined call center and centralized reservations, scheduling, and dispatch for the ADA

paratransit services operated by UCAT and Citibus, UCAT's other demand-response services, including those now provided by UCAT for other organizations, such as OFA, Gateway Industries, and the Arc of Ulster-Greene. That call center and centralized reservations, scheduling, and dispatch system could form the nucleus of a broader centralization effort including all of the transportation providers in the county.

Because there are different technological approaches to a one-call/one-click system, especially one that offers the more complex trip planning, trip booking, and centralized scheduling functions, it is recommended that an analysis of the potential costs and benefits of a variety of one-call/one-click options be conducted at a future date.

Implementation Steps

1. Proceed with recommendations forthcoming from the UCAT/Citibus integration study for centralizing reservations, scheduling, and dispatch for those systems' demand-response services. Once functioning smoothly, add other organizations—Ulster County Veterans Services would be a good first addition.

Providers such as the Arc of Ulster-Greene and Gateway Industries could be added at a later time after arrangements for contracting among transportation providers (discussed below) have moved forward.

2. Visit Mobility Managers in other counties that have implemented call centers (Allegany, Schuyler, and Tompkins, for example) for advice and guidance. Some of these systems are utilizing the 211 services in their areas to provide transportation information to callers, with additional assistance from Mobility Managers, but could nonetheless be helpful to partners in Ulster county as they embark on similar projects.
3. Identify funding for a consultant study of one-call/one-click options for the county.
4. With guidance and input from the county coordination council, develop a scope of work and Request for Proposals (RFP) to evaluate the following options, including an assessment of the potential technology solutions for each as appropriate:
 - A simple one-call/one-click system that would expand on the consolidated UCAT/Citibus call center to provide information about the services provided by not only those organizations, but also additional transportation options available to all Ulster County travelers
 - Expansion of centralized reservations for the public paratransit services to other interested providers through a one-call/one-click system and the technological opportunities for providers to coordinate scheduling by viewing each other's' schedules or booking trips on each other's' vehicles
5. Advertise the project and obtain consultant services according to the lead agency's procurement guidelines.
6. Conduct the study, using a subset of members of the county coordination council as the project's TAC.

Prior to undertaking a formal planning study, guidance for developing a one-call/one-click system that best meets local needs could be obtained from two sources:

- The One Call – One Click Transportation Services Toolkit prepared by CTAA (<http://web1.ctaa.org/webmodules/webarticles/anmviewer.asp?a=2428&z=101>).

- Documentation from the development of TMCCs, available on the website of the U.S. DOT's ITS Joint Program Office website (<http://its.dot.gov/>) may also be helpful. New information about one-call/one-click centers developed using VTCLI grants from FTA was collected and analyzed as part of NCHRP 20-65 Task 60 to identify best practices for developing, marketing, evaluating, and using such information repositories as part of a regional mobility strategy. Findings are documented in the project's final report, along with a toolkit that offers guidance to state, regional, and local entities through a seven-step process for developing and implementing one-call/one-click systems. The report and toolkit can be found on the TRB website:
<http://www.trb.org/Publications/Blurbs/174327.aspx> and
<http://www.trb.org/Publications/Blurbs/174328.aspx>.

Implementation Timeframe

This strategy will become more relevant as the number of stakeholders that are involved in mobility management activities through the regional advisory group increases, working relationships among the region's transportation providers develop more fully, and the Ulster County Mobility Manager has a chance to become established as a trusted, objective champion for coordination activities in the area. It is recommended that a consultant study be planned for 2018 or later, with the concurrence of the County's coordination advisory group. Such a study could be completed in six to nine months.

Potential Costs

Depending on the final scope of the consultant study, potential costs would probably be approximately \$50,000.

Flex Voucher Program (#3 ranking)

In Ulster County, a flex voucher program could be implemented initially to complement the Neighbor to Neighbor volunteer driver program operated by the Office for the Aging, and expanded at a later date to include other sponsor agencies, eligible individuals, and participating service providers. OFA would be the first sponsor and would refer individuals who can't be served by Neighbor to Neighbor because of a lack of an available volunteer to the program. Individuals would then recruit their own drivers. The Mobility Manager would be responsible for developing the vouchers and working with OFA initially.

Implementation Steps

Phase 1: Ulster County Office for the Aging

1. Meet with OFA to discuss the strategy and determine next steps related to sponsoring, voucher format, amounts, and design, member eligibility and notification, and other planning elements.
2. Design vouchers (different for each organization) and develop informational materials for educational/marketing purposes.
3. Present vouchers and informational materials to OFA customers at a community meeting.
4. Work with OFA to notify and educate eligible customers via email and/or mailed information.
5. Train OFA staff to educate and inform members and distribute vouchers.

6. Set up procedures for Mobility Manager to process used vouchers, keep budgets separate, and send payments to drivers.
7. Collect data and feedback for evaluation at the six month and year period.

Phase 2: Expanded to Additional Organizations

1. Determine whether the program for Ulster County will follow the TRIP model (described in Chapter 3) or if procedures and tools will be developed by the Mobility Manager.
2. Identify interested sponsor agencies.
3. Meet with potential sponsoring organizations to discuss next steps related to sponsoring, voucher format, amounts, and design, member eligibility and notification, and other planning elements.
4. Design vouchers to be identifiable by the different participating organizations and modify educational/marketing materials for the new organizations
5. Present vouchers and informational materials at a community meeting for customers of participating organizations (depending on the size these meetings can be grouped or singular by organization).
6. Work with the organizations to notify and educate eligible customers via email and/or mailed information.
7. Train organization staff to educate and inform members and distribute vouchers.
8. Modify Mobility Manager procedures to accommodate additional voucher traffic.
9. Collect data and feedback for evaluation at the six month and year period.

Issues to Consider

Expanding the program into Phase 2 may require additional staff time and/or hiring a part-time assistant to help process the vouchers.

Implementation Timeframe

This program can be implemented immediately or as soon as the Mobility Manager is ready. It is estimated that Phase 1 may take approximately six months to plan and launch. The program should be tested and modified for one year before implementing Phase 2. Once Phase 1 has been evaluated and tweaked during the one-year pilot period, Phase 2 can be planned and implemented, which will likely take between three and four months since the process will be familiar.

Potential Costs

Development and implementation of a Phase 1 flex voucher program would require about 15% of the Mobility Manager's time, or about \$9,000. Development of an expanded Phase 2 program could take up to 30% of the Mobility Manager's time, or \$18,000. Start-up expenses might also include replicating the TRIP model or the purchase or development of a simple software tool to track customers, trips, and reimbursements. Expenses associated with setting up a TRIP program include training (\$2,750 for two people to attend training at \$375 each, plus travel expenses of \$1,000 for each) and use of the TripTrak software (\$275 initial license plus \$660 for the first year of daily subscription fees).

The Mobility Manager could administer a flex voucher program using about 5% of a full-time position or about \$3,000/year for Phase 1 and 15-20% for Phase 2 or \$7,500-\$9,000.

Centralized Scheduling and Reservations (#4 ranking)

See One-Call/One-Click system description above.

Joint Applications for 5310 Vehicles (tied for #5 ranking)

In this strategy, two or more agencies could apply for 5310 vehicles jointly, in concert with future rounds of 5310 funding, and receive higher scores in the 5310 application process. Vehicles at organizations that end service in the early evening could be shared with organizations that run service late into the evening. And organizations that do not provide weekend service could share vehicles with other nearby organizations that do offer weekend service. A lead agency would need to be identified to store, maintain, and insure the vehicle, while the “borrowing” organization would utilize the vehicle on a predetermined schedule, paying an hourly or daily fee.

Implementation Steps

Implementation of this strategy would be the responsibility of the Mobility Manager, or perhaps UCTC, if there is interest in joint applications for the upcoming 2016-2017 call for 5310 applications from NYSDOT, expected in early spring of 2017:

1. Facilitate a meeting with interested organizations and help identify lead agencies.
2. Assist the lead agencies in developing procedures for “renting” vehicles between the two agencies including addressing cost allocation, operation and maintenance policies, and insurance and liability issues.
3. Assist the lead agencies in writing 5310 grants to obtain funding for vehicles, as needed.
4. Develop evaluation criteria and determine data needed to document costs, cost savings and other benefits to the sharing organizations, and any implementation issues that were encountered. Collect necessary data after new 5310 vehicles go into operation.
5. Complete evaluation after a year of operation of the new 5310 vehicles.

Implementation Timeframe

Assistance with joint 5310 applications should start in early 2017 in order to submit applications for the 2016-2017 round of funding. If coordination of joint applications is to be the responsibility of the Mobility Manager, the first joint applications may not be submitted until the call for the next round of funding.

Potential Costs

Vehicle sharing would involve some portion of staff time for each participating organization to coordinate with the other, but likely not a significant amount.

Vehicle sharing should also result in operational cost savings (fuel, maintenance, insurance) to the extent that the number of vehicles operated by the participating agencies is reduced.

Contracting Among Transportation Providers (tied for #5 ranking)

There are two types of contracting opportunities among Ulster County transportation providers. The first involves trips currently on providers’ schedules that they cannot provide cost-effectively and trip requests they receive that they are unable to accommodate because of capacity constraints at the time the trips are needed. The second opportunity is the use of available seats on human service providers’ vehicles to serve new public customers in areas that do not currently

receive service. Medical Motor Services' coordination project in Rochester is a model for the first type of contracting. LSCOG in Aiken, SC offers a model for the second type.

Implementation Steps

Existing trips and unserved trip requests:

1. Interested providers could identify the details of trips that they would prefer to have delivered through a contract provider that could provide the trips more cost-effectively because their set scheduled runs mean that they have vehicles in operation in the right area at the right time, headed to similar destinations.
2. Providers could share data about scheduled vehicles runs and load that data into UCAT's Novus scheduling software. Trips identified in step 1 could then be entered into the system to determine which vehicles could most efficiently provide those trips.

If the exercise shows that there are trips that could be booked on other providers' vehicles, the group should review their individual service policies—for cancellations, assistance, restrictions such as dropping individuals off at programs no earlier than program start times or not allowing individuals who require supervision to be dropped off unless someone is available at the destination, and so forth—to identify any differences that need to be resolved prior to entering into any contract arrangements.
3. Compliance on the part of contractors with requirements imposed by the contracting provider's funding sources, such as FTA third party contracting guidelines or NYS 10-A regulations, should be investigated.
4. The group should also share data about their costs and develop an equitable procedure for allocating costs of shared service and a rate for serving clients or customers of another entity.
5. Contract arrangements could be a memorandum of understanding among participating providers or a more extensive contract if needed.
6. Prior to the consolidation of UCAT and Citibus reservations and scheduling or the development of a one-call/one-click system for Ulster County, coordination of trips development of a more comprehensive centralized reservations and scheduling system, the trips provided under such arrangements would be reserved and scheduled through that system.

General public trips on human service agencies' vehicles:

1. Consult with the Arc of Ulster-Greene about the process used to develop its general public service in Greene County. Use the Arc's experience and lessons learned to revise the steps below as necessary.
2. Select an area with limited or no UCAT fixed route service, or UCAT Rural Route service only, to pilot the use of human service agency vehicles for expanded general public service. Potential pilot areas include Ellenville, the Route 28A corridor, Saugerties, Woodstock, and communities on the western side of the county. Gateway Industries and the Arc of Ulster-Greene both indicated a willingness to explore use of their unused capacity to provide trips for other organizations, including UCAT. Potential pilot areas should be compared to the service areas and scheduled vehicle runs of those

organizations to select a pilot area with the potential to be served by one of those providers.

3. Follow steps 3 and 4 above.
4. Advertise the pilot demand-response service in the selected area.
5. Follow steps 5 and 6 above.

Implementation Timeframe

Contracting among providers for the delivery of existing trips or unmet trip requests could begin immediately. Compilation of data from all interested providers in the format required by UCAT's scheduling software will likely require some time. After that, the necessary analysis could be completed relatively quickly. Developing agreements regarding service policies and reimbursement rates will also take some time. Contracting arrangements could possibly be in place within six months after the beginning of the process.

The Arc of Ulster-Greene should be consulted to establish a realistic timeline for the use of human service agency vehicles to provide general public service, but this contracting effort could take 9-12 months to implement.

Potential Costs

Costs associated with the implementation of this strategy will consist primarily of staff time, either of the providers or the providers and the Mobility Manager, if contracting opportunities are not explored until that individual is in place.

Operational costs should be equal to or less than those currently incurred by the contracting providers.

Vehicle Pool (tied for #5 ranking)

If more than two organizations are interested in sharing vehicles among each other, a vehicle sharing program could operate using a vehicle pool of donated vehicles. Organizations that "donate" vehicles into the vehicle pool would be able to use them for the daily hours that they are currently used; however, during the hours that they are unused, such as in the evenings and on weekends, any other organization (that is pre-qualified and insured) will be able to "rent" the vehicles for transporting their own clients.

Implementation Steps

1. Facilitate a meeting with interested organizations and help identify a lead agency.
2. Assist organizations in writing 5310 grant applications to obtain funding for vehicles, as needed.
3. Assist the lead agency in developing procedures for "renting" vehicles from the vehicle sharing pool including addressing cost allocation, operation and maintenance policies, and insurance and liability issues.
4. Develop evaluation criteria and determine data gathering processes for an evaluation at the one-year mark.
5. Launch program.
6. Complete evaluation analysis after one year of operating the vehicle pool.

Issues to Consider

Implementation of a vehicle sharing pool will likely require that the Mobility Manager assist the lead agency and other participants with identifying and addressing any liability issues, e.g., who insures the vehicle, what is needed to ensure that all drivers meet the insurer's standards, and so forth, that arise during the planning process.

Implementation Timeframe

Implementation of this strategy is a longer term priority and should be done after testing the vehicle sharing strategy on two organizations. Once two organizations have successfully shared vehicles, as long as there are enough organizations interested in building a vehicle sharing pool, this strategy should move forward. Implementation will likely take between three and six months depending on the availability of vehicles and the ability to surmount insurance and liability challenges.

Potential Costs

The vehicle sharing pool program administration will require approximately 10%-20% of the lead agency employee (about \$6,000-\$12,000 each year), but would also result in operational cost savings (fuel, maintenance, insurance) to the extent that the number of 5310 vehicles operated by the participating agencies is reduced.

Driver Pool (added to #5 ranking)

The TAC/SAG suggestion of a shared driver pool, similar to a vehicle pool, is an interesting one that needs exploration.

Implementation Steps

1. The first step would be to convene a meeting of agencies interested in developing and using a pool of qualified drivers.
2. Discuss staffing needs and determine the parameters of the pool:
 - Are the participating agencies interested in one central pool of drivers that would replace their own individual groups of drivers?
 - Or, are the participating agencies interested in a pool of available part-time drivers that providers could tap into to cover immediate or short-term needs?
 - Another option?
3. Whichever option is preferable, the group would need to compare information about current operations and determine how to handle the following for drivers in the pool:
 - Hiring
 - Training
 - Wages and benefits
 - Uniforms
 - Service and operating policies
 - Seniority, wage rate increases, discipline, and other human resources policies

Implementation Timeframe

This strategy is likely to take some time to investigate and develop more fully. Interested agencies could begin discussions at any time.

Potential Costs

Establishment of a driver pool would require staff time from participating agencies during the planning stage. If implemented, participating providers would presumably reimburse any lead agency or agencies for services provided on behalf of the group (such as hiring or training), but spend less on hiring, training, and other related functions than they do today.

Expand Travel Training Program (#6 ranking)

Combination of the OFA and UCAT travel training programs could be undertaken by either the Mobility Manager or the two organizations on their own, prior to the establishment of a Mobility Manager position.

Implementation Steps

1. Compare policies procedures between the two programs: marketing/recruitment, intake, assessment, selection of appropriate travel training approach, training for trainers, training methods, recordkeeping, and follow-up. Share information about costs and resources for trainers, marketing, and administration. Resolve any differences and develop new policies and procedures that match available resources.

Training methods typically include one-on-one training over a period of weeks for people with developmental disabilities, providing training for a specific trip or more generalized training on use of fixed route services; group training with older adults, either taking the group into actual transit service or taking a bus to a senior center or other location for training outside of revenue service; “bus buddy” programs that assign a trained volunteer to work with a trainee until he/she feels comfortable using the fixed route system independently; and training for potential paratransit users who may require an assistant or aide to enable them to use the service independently and safely.

2. Assign responsibility for various functions.
3. Consolidate and revise training for trainers, as needed. Make sure that existing trainers are briefed on new policies and procedures.
4. Determine the number of individuals who could be trained with available resources.
5. Selectively market the expanded program to organizations that provide services and programs for potential trainees, and the public.
6. Track number of requests for training, number of individuals trained and training method, trainer, and training dates.

Implementation Timeframe

If OFA and UCAT are interested in merging their two travel training programs in the short term, and marketing them to other potential trainees (such as individuals with developmental disabilities or clients of health/mental health care providers), they could start the consolidation process at any convenient time. If the Mobility Manager will be responsible for merging and expanding the programs, implementation would start after that individual is in place.

Potential Costs

Costs to combine the two programs would likely be minimal, and consist primarily of staff time to identify overlapping functions (recruitment, assessment of initial skill level and most appropriate training method, training time, recordkeeping), determine the best approach to consolidation, and market the new combined program. Should the number of trainees increase significantly, a part-time or full-time trainer may become necessary in the future.

Vanpool or Ridematching Service (# 7 ranking)

Mobility Managers in other NY counties, including Allegany, Schuyler, Chemung, and Steuben, coordinate with the 511NY Rideshare Program (<http://511nyrideshare.org/>) to connect residents with opportunities to carpool or vanpool. Since these modes will likely be used primarily for work trips, outreach should be made to the employers in Ulster County that are not located close to fixed bus routes, which are listed in Chapter 2, to identify any that have trouble attracting or retaining employees due to transportation issues. Those employers would be good potential partners for subsidizing or making services available to employees through pre-tax payroll deductions (in exchange for employer payroll tax savings), publicizing and promoting the availability of ridematching and vanpool services.

Developing and implementing this strategy should be the responsibility of the Mobility Manager.

Summary of Potential Costs and Funding Sources

Figure 4-5 summarizes estimated potential costs for each recommended mobility management strategy and identifies potential funding sources. All strategies would be eligible uses for 5310 funds, either from the mobility management category in the 55% portion of the region's apportionment that must be spent on "traditional" 5310 capital projects, if carried out by nonprofit organizations, or the 45% portion if carried out by public entities. The costs associated with contracting for service would also come from the 55% portion. The costs associated with a flex voucher program would be eligible expenses in the 45% portion of the region's apportionment, which may be used for "other eligible capital and operating expenses."

Figure 4-5 Summary of Estimated Costs and Potential Funding Sources

Strategy	Potential Costs	Possible Funding Sources
Mobility Manager	\$50,000-60,000/year	5310 Mobility Management-55% portion-80% federal; 5307—80% federal
One-Call/One-Click system	\$50,000 for consultant study	5310 Mobility Management-55% portion-80% federal; 5307—80% federal
Flex voucher program	\$9,000 staff time for Phase 1 start-up \$18,000 for Phase 2 startup TRIP replication expenses \$3,685 \$3,000-6,000 for ongoing administration, Phase I \$9,000-12,000 ongoing administration, Phase 2	5310 45% portion, 50% federal Human service agency sponsorships Private foundations
Centralized reservations and scheduling	Part of one-call/one-click system	5310 Mobility Management for planning, acquisition of equipment, 55% portion-80% federal
Joint 5310 Vehicle Applications	Minimal additional staff time	5310 Mobility Management, 55% portion-80% federal
Vehicle sharing pool	\$6,000-\$12,000 per year lead agency	5310 Mobility Management, 55% portion-80% federal
Driver pool	Staff time during the planning stage Cost-neutral after implementation	5310 Mobility Management, 55% portion-80% federal
Contracting for service among providers	Cost-neutral after implementation Staff time for planning	5310 Mobility Management, 55% portion-80% federal for planning Normal operating assistance sources for ongoing operations
Expand travel training program	Staff time for planning or part of Mobility Manager's duties	5310 45%, 50% federal
Ridematching service/vanpool	No cost to users for 511NY Rideshare matching service Vanpool costs borne by participants (employer may provide vehicle) Minimal marketing costs	NA

Implementation Timeline

Figure 4-6 presents a suggested timeline for the mobility management strategies outlined above. Apart from the hiring of a Mobility Manager and the establishment of a county coordination council or mobility management advisory group, the final set of mobility management strategies to be pursued and the order in which that occurs should be determined with the input of that advisory group and reflect its goals and priorities.

The timeline below follows a logical sequence for the implementation of strategies and emphasizes developing new programs to expand existing services and fill gaps before developing a complex one-call/one-click system. It is contingent upon an appropriate level of staff support to administer a Coordination Council and cooperation among partner agencies to assist with follow-through on the resulting action items that are likely to emerge from that council.

Figure 4-6 Preliminary Timeline for Implementation of Mobility Management Strategies

Implementation Timeline
First Quarter 2017
Form Ulster County Coordination Council/Ulster County Mobility Management Advisory Committee
Select desired program of Mobility Management strategies and prepare to apply for 5310 funding for activities planned for 2017
Begin process of hiring Mobility Manager
Convene meeting of providers to discuss contracting opportunities, if interested
Assist providers with preparation of joint applications for 5310 vehicles
Second Quarter 2017
Continue first quarter activities
Coordinate planning for centralized reservations and scheduling among providers with consolidated UCAT/Citibus system, if appropriate
Continued meetings of Ulster County Coordination Council
Third Quarter 2017
Mobility Manager in place
Consolidate and expand travel training programs
Begin development of flexible transportation voucher program
Provide staff support for Ulster County Coordination Council
Fourth Quarter of 2017
Continue planning for centralized reservations and scheduling
Continue third quarter activities
Provide staff support for Ulster County Coordination Council
First Quarter of 2018
Begin planning RFP for consultant one-call/one-click study
Begin development of vehicle pool and/or driver pool
Continue fourth quarter activities

Final Public Meeting

A public meeting was held in December 2016 to summarize the development of the Coordinated Plan and present the list of potential coordination and mobility management strategies discussed and ranked by the advisory groups.

The meeting was well-attended by individuals who had participated in the planning process, either as members of the advisory committees or stakeholders who were interviewed or attended focus group meetings, and members of other organizations and the general public.

The discussion following the presentation of potential strategies indicated a high level of interest in improving mobility options in the county, particularly through increased coordination among a variety of transportation service providers. Key concerns that were voiced included the liability issues associated with sharing vehicles and combining trips for customers of different agencies on the same vehicles, and providing more mobility options for seniors that would ensure their access to social activities and other aspects of community life that contribute to wellness and independence. Attendees also noted the current coordination efforts between the county's transportation providers and the commitment that providers and advocates show to meeting as many transportation needs of county residents as possible.

Representatives of a number of organizations committed to participating in the further development and implementation of coordination and mobility management strategies in the county.

5 FUNDING ANALYSIS

This chapter describes funding sources that are and can be used to support coordinated transportation services and mobility management activities in Ulster County. First, major funding programs at the federal and state levels are summarized. Next, sources of funding that are currently used by transportation providers in Ulster County and other counties in New York are identified, using responses from the survey of the county's transportation providers and a review of the local and regional New York State Human Services Transportation Coordinated Plans (Coordinated Plans) developed within the last five years.

Finally, the section also identifies potential funding sources that are used by entities that are engaged in transportation coordination and mobility management around the country.

KEY FUNDING PROGRAMS

Major funding programs administered by the Federal Transit Administration (FTA) that are relevant to coordinated public transit—human services transportation are listed below; more detailed descriptions of each program are included at the end of this section.

- Section 5307 Urbanized Area Formula Funds
- Section 5311 Rural Area Formula Funds
- Section 5310 Enhanced Mobility of Seniors and Individuals with Disabilities
- Section 5339 Bus and Bus Facilities
- FTA Ladders of Opportunity Initiative

The Fixing America's Surface Transportation (FAST) Act, the most recent reauthorization of transportation funding programs, enacted in 2015, made a number of changes to these (and other) FTA programs. The previous reauthorization legislation, Moving Ahead for Progress in the 21st Century (MAP-21), consolidated specialized grant programs, most notably the Section 5316 Job Access and Reverse Commute (JARC) and Section 5317 New Freedom programs, into the Federal Transit Administration's (FTA) Section 5307 and 5311 formula grant programs.

In the FAST Act, mobility management continues to be considered a capital expense, eligible for 80 percent federal funding. Mobility management is an eligible capital expense in every Federal Transit Administration (FTA) grant program other than Section 5339 Bus and Bus Facilities.

Other federal programs that are typically used to support transportation services for older adults, people with disabilities, and individuals with low incomes, include:

- Title III-B of the Older Americans Act
- Title XIX of the Social Security Act (Medicaid)
- Temporary Assistance for Needy Families (TANF)

A summary of these federal funding programs is shown in Figure 5-1.

ULSTER COUNTY COORDINATED PLAN 2016 UPDATE | FINAL | FUNDING ANALYSIS
 Ulster County Transportation Council (UCTC)

Figure 5-1 Federal Transportation Funding Summary

Program Fund Source	Funding Purpose	Eligible Recipients	Local Match Requirement	Applicability to Ulster County	Comments
Federal Transit Administration (FTA) 5339 Bus and Bus Facilities Program	Capital Projects for buses and bus-related facilities	Public transit operators and states	Capital: Federal Share 80%; required 20% match for vehicles.	Funds tend to be for large scale projects; coordinated purchase of several vehicles could increase funding potential	Under MAP-21, this program replaced the previous Section 5309 discretionary Bus and Bus Facilities program. Under FAST Act, program includes formula and competitive components.
FTA Section 5307 Urbanized Area Formula Funds	Transit planning, operations or capital projects; funds can be used in urbanized areas only	Public transit operators	Capital: Federal share 80%; required 20% match Operations: Federal share 50%; required 50% match	Applies to services focused on urbanized areas	Under MAP-21, JARC activities were added to Section 5307. Funds for providing services to low-income individuals to access jobs or support reverse commuters are now eligible under 5307.
FTA Section 5310 Enhanced Mobility of Seniors and Individuals with Disabilities	Funding for capital projects and operations to improve mobility for seniors and persons and persons with disabilities beyond the traditional Americans with Disabilities Act (ADA) paratransit services	States and designated recipients in large urbanized areas for distribution to nonprofit organizations and public transit agencies state and local government agencies	Capital: Federal Share 80%; required 20% match for vehicles Operations: Federal Share 50%; required 50% match	Primary source of funding for vehicles for nonprofit transportation providers (and contracts for service) and a wide variety of mobility management activities.	This program absorbed the previous New Freedom program under MAP-21. At least 55% of an area's funds must be used for traditional 5310 projects by traditional 5310 subrecipients; up to 45% may be spent on other projects and programs by nonprofit organizations or public transit providers.
FTA Section 5311 Rural Area Formula Funds	Funding for capital projects and operations in non-urbanized areas with population under 50,000	States for distribution to public agencies, local governments, tribal governments, and nonprofit agencies	Capital: Federal Share 80%; required 20% match Operations: Federal Share 50%; required 50% match	Vehicles could be potentially funded for small cities in Ulster County; funds could also be used to support fixed route and dial-a-ride operations	Under MAP-21, JARC activities were added to Section 5311. Funds for providing services to low-income individuals to access jobs or support reverse commuters are now eligible under 5311.
Title III-B Older Americans Act	Supportive services for older adults, including, but not limited to, transportation	State Agencies on Aging for distribution to local Area Agencies on Aging	15% non-federal match	Currently used by Ulster County Office for the Aging.	Transportation for medical and non-medical trips is an eligible use of funds; aides to assist during a trip are also eligible expenses.

ULSTER COUNTY COORDINATED PLAN 2016 UPDATE | FINAL | FUNDING ANALYSIS

Ulster County Transportation Council (UCTC)

Program Fund Source	Funding Purpose	Eligible Recipients	Local Match Requirement	Applicability to Ulster County	Comments
Medicaid	Health care and transportation to health care services for individuals meeting income requirements; Home and Community Based Services for target populations, which may also include transportation services	States	States are required to provide matching funds to federal Medicaid dollars; the federal share varies according to whether a service or program is claimed as a medical or administrative expense	Organizations in Ulster County that operate residential and/or day programs for individuals with developmental disabilities, as well as transportation services, are likely receiving Medicaid funding from OPWDD	

TRANSPORTATION FUNDING IN ULSTER COUNTY

In Ulster County, only the Arc of Ulster-Greene, UCAT, and the Office for the Aging utilize federal transportation grant programs, including the FTA Section 5307, 5310, 5311, and 5339 programs. Other funding sources utilized by transportation providers are county funds and funds administered by state agencies that consist of state dollars and/or funding from non-FTA federal grant programs, such as Medicaid, Title III-B of the Older Americans Act, and Temporary Assistance for Needy Families (TANF). In many cases, county funds are used to provide the required matching funds for federal and state grants. Specific sources of funding utilized by transportation providers responding to the provider survey are shown in Figure 5-2.

Figure 5-2 Funding Sources Utilized by Ulster County Transportation Providers

Transportation Provider	Federal Funding	State Funding	Local Funding
Family Of Woodstock Inc.	None	None	Family of Woodstock general program funds
Gateway Industries	None	Office of Mental Health (OMH) Office for People with Developmental Disabilities (OPWDD)	None
Jewish Family Services	None	None	Ulster County Office for the Aging JFS general program funds
The Arc of Ulster-Greene	Section 5310 Section 5311	OPWDD	None
Ulster County Area Transit	Sections 5310, 5311, 5307 and 5339 Medicaid TANF	Statewide Operating Assistance (STOA) program	Ulster County Office for the Aging Ulster County Office of Employment & Job Training
Ulster County Office for the Aging	Title III-B	NY State Office For Aging: Transportation Operating Expense Program	County match for the Title IIIB program County also supports the volunteer driver program and the van program
Ulster County Veterans Services Agency	None	None	Ulster County provides general funds for the Veterans Services Agency. A portion of these is allocated to transportation.

Funding Sources Used for HST and Coordination Activities in Other New York Counties

County-level and regional New York State Coordinated Human Services Transportation Plans were summarized in Chapter 1. Only Coordinated Human Services Transportation plans issued after 2011, which corresponds with implementation of the previous transportation legislation, MAP-21, were examined. These plans provided an overview of the types of funding sources that are used for transportation in New York State.

As shown in Figure 5-3, counties and regions in the state receive funding from a variety of sources. All counties that provided funding information receive FTA Section 5310 funding and many receive Section 5311 funding as well. Federal funding programs, TANF and SNAP Employment and Training, are also used in several counties, as are the Rural Transit Assistance Program and Medicaid Non-Emergency Medical Transportation funds.

Five counties utilize the State Operating Assistance (STOA) program, and several counties also receive funding from state level agencies such as the Office for the Aging, Office of Health and Human Services, Developmental Disabilities Services Office, the Department of Health, and the Office of Mental Health.

Support for Mobility Managers

Mobility management activities are currently underway in at least 26 counties: Albany, Allegany, Broome, Cattaraugus, Chautauqua, Cortland, Delaware, Essex, Livingston, Monroe, Nassau, New York City (five boroughs/counties), Onondaga, Oswego, St. Lawrence, Schuyler, Steuben, Suffolk, Tioga, Tompkins, Westchester, and Wyoming. In many of those communities, a comprehensive, multi-faceted program headed by a Mobility Manager is in place. In others, coordination and mobility management activities—such as joint trip scheduling, provision of travel training, or operation of volunteer driver programs—have been undertaken by human service and/or public transportation providers.

The primary source of funding for Mobility Managers and other coordination efforts is the Section 5310 program, which provides operating and capital assistance to support services for older adults and people with disabilities, and the Section 5311 program, which provides capital and operating assistance for public transportation in rural areas. New York State Operating Assistance (STOA), county funds, contributions from partner organizations, and in-kind services provide the required local share and supplement the federal grants.

ULSTER COUNTY COORDINATED PLAN 2016 UPDATE | FINAL | FUNDING ANALYSIS
 Ulster County Transportation Council (UCTC)

Figure 5-3 Funding Sources Utilized in New York State Counties for Mobility Management Purposes (with updated Coordinated Plans)

County	Section 5310	Section 5311	Section 5307	Other Federal	State Operating Assistance (STOA)	Other State	Revenues	Other Funding
Allegany	Yes			Rural Transit Assistance Program (RTAP) Medicaid	Yes			Local Stakeholders
Adirondack/Glens Falls	Yes							
Binghamton	Yes	Yes	Yes					
Cattaraugus	Yes	Yes		Temporary Assistance to Needy Families (TANF) Medicaid Rural Transit Assistance Program (RTAP)	Yes			
Capital District	Yes							
Chautauqua	Yes	Yes			Yes	Office for the Aging Office of Health and Human Services Developmental Disabilities Services Office	Fare revenues	Chautauqua County Funds Donations Contracting
Chemung	Yes							
Clinton	Yes							
Cortland	Yes	Yes						
Delaware Why No Info here?								
Fulton	Yes	Yes		Temporary Assistance to Needy Families (TANF) SNAP Employment & Training Medicaid	Yes	Department of Health	Advertising Fare revenues	
Greater Buffalo Niagara	Yes							
Genesee	Yes							

ULSTER COUNTY COORDINATED PLAN 2016 UPDATE | FINAL | FUNDING ANALYSIS

Ulster County Transportation Council (UCTC)

County	Section 5310	Section 5311	Section 5307	Other Federal	State Operating Assistance (STOA)	Other State	Revenues	Other Funding
Herkimer-Oneida	Yes							
New York Metropolitan Transportation Council region	Yes	Yes	Yes					
Oswego	Yes	Yes			Yes	Office of Mental Health Developmental Disabilities Planning Council		
Steuben	Yes	Yes						
Tompkins	Yes							

Note: It is important to note that the Chautauqua County coordinated plan mentions "donations" as a source of funding, but these are donations in lieu of fares from riders. The plan also mentions a ride subsidy program, which is subsidized by a local Walmart.

OTHER POTENTIAL FUNDING SOURCES

In addition to the current funding programs that are used by transportation providers in Ulster County, other sources could be used to support projects that are identified in this plan. Sources used by other organizations in New York and other parts of the country to fund coordination and mobility management activities are noted below.

FTA Programs and Initiatives

Mobility management is an eligible category of expenses in FTA's **Section 5307** formula grant program for transit providers in urbanized areas. There are two sources of 5307 funds available in Ulster County – apportionments available to operators in the Kingston Small Urbanized Area (UZA 457) as well as apportionments available to operators in the Poughkeepsie-Newburgh NY-NJ Urbanized Area (UZA 89). Both UCAT and Kingston Citibus operate in UZA 457 while only UCAT operates in the Ulster County portion of UZA 89. 5307 funding could be used by both UCAT and Citibus to support mobility management activities in the Kingston urbanized area. As in the 5310 program, mobility management is considered a capital expense, with an 80% federal share.

FTA also makes funding available periodically through special initiatives that may be relevant to Ulster County's coordination and mobility management projects in the future. The **Rides to Wellness** program is focused on improving access to health care and wellness services for populations that face transportation challenges due to age, disability, or income. To further that aim, FTA made funding available in 2016 for the first round of Rides to Wellness and Innovative Coordinated Access and Mobility demonstration grants. \$7.2 million was awarded to 19 coalitions of transportation, health care, and planning organizations to develop innovative, replicable approaches to improving access to health and wellness services. Eligible applicants included local consortia headed by state agencies or FTA recipients as the official applicants. A second round of funding availability is expected to be announced later in 2017.

FTA awarded \$8 million dollars to 11 project teams in 2016 for **Mobility On Demand Sandbox** Demonstration Projects to explore new transportation partnerships and technology solutions to make transportation systems more integrated, seamless, and multimodal. As with the Rides to Wellness grants, applicants were required to be FTA recipients together with teams of partner organizations. The maximum federal share for MOD grants is 80%. The MOD Sandbox program was created as Section 5312 in the FAST Act.

In 2014, FTA made funds available from the 5309 Bus and Bus Facilities program (later repealed in MAP-21) and the Innovative Workforce Development program to support connections to jobs, education, training, health care, and other basic services for transportation-disadvantaged groups through the **Ladders of Opportunity** Initiative. \$100 million in 5309 funds were awarded to 24 recipients in 19 states for vehicle replacements and other capital projects needed to facilitate access to jobs and training for key populations. Over \$9 million in Innovative Workforce Development funds were awarded to 19 project teams in 13 states to develop and implement new training programs for disadvantaged individuals. FTA may make funding available from various programs through future rounds of Ladders of Opportunity grants.

Partner Organizations

For any coordination effort to succeed, all partners need to bring resources to the table and recap benefits from the cooperative effort.

Counties in New York that have initiated mobility management activities have involved other organizations as partners in their efforts and received financial support from those partners.

Ulster County already enjoys the support of a number of public and private organizations that have contributed to the development of this plan for Ulster County and indicated a willingness to support the implementation of recommended coordination and mobility management strategies. Representatives of other organizations attended the public meeting in December 2016 and indicated a similar interest in coordination and mobility management activities in the county.

As implementation proceeds, it will be important and helpful to involve interested partner organizations in the funding of programs and services, where possible, in addition to planning and implementation advice.

Partner organizations could participate by providing funds to subsidize transportation vouchers for clients, for example, or contributing in-kind services, such as volunteered staff support, to provide a portion of the local match to federal grants.

Foundations

Transportation providers in other New York counties have received financial support for coordination and mobility management activities from private and nonprofit foundations in their communities. For example, Medical Motor Service in Rochester has enjoyed continued support from a local foundation, and used significant funding from that organization to coordinate scheduling and trip sharing among several OPWDD provider agencies. The Rural Health Network of South Central New York, which provides mobility management services for Broome, Tioga, Chenango, Otsego, and Delaware Counties, has received funding from the Community Foundation of South Central New York. Foundations that support community development and serve Ulster County or the Hudson Valley area could be sources of financial assistance for Ulster County or its partner organizations to implement mobility management services.

United Way

Chapters of the United Way are often supporters of transportation services and stakeholders in their communities. United Way regularly conduct surveys of community needs, in which transportation regularly rises to the top because it affects access to other programs and services. In South Central New York, United Way provides transportation information in several counties through its 211 services, and has provided grants to the Rural Health Network of South Central NY for its mobility management activities. United Way of Ulster County would be a helpful partner as implementation of coordination and mobility management moves forward.

FUNDING PROGRAM DESCRIPTIONS

Federal Programs

FTA Urbanized Area Formula Funds (Section 5307)

FTA Section 5307 is the urbanized area formula funding program distributed to areas with a population of 50,000 or more as designated by the U.S. Census. It provides funding for transit capital, transportation-related planning, and job access and reverse commute projects that provide transportation to jobs and employment opportunities for welfare recipients and low-income workers. Capital expenses require a 20 percent local match and operating expenses require a 50 percent local match.

As mentioned above, activities eligible under the former JARC program (Section 5316) in urbanized areas are now eligible under Section 5307. As such, the urbanized area formula for distributing funds also includes the number of low-income individuals as a factor. There is no floor or ceiling on the amount of funds that can be spent on job access and reverse commute activities. Transportation agencies in New York State and Ulster County may still be utilizing remaining JARC funds left over from previous years.

FTA Rural Area Formula Funds (Section 5311)

This program provides capital, operating, and planning assistance for public transportation projects in non-urbanized areas (fewer than 50,000 residents), but it is up to the discretion of state DOTs, which administer 5311 funds and distribute them to subrecipients, to allow some or all of those activities as eligible 5311 expenses. Capital expenses require a 20 percent non-federal match and operating expenses require a 50 percent match.

Activities in rural areas eligible under the former JARC Program were also consolidated under the Section 5311 program. Consistent with the 5307 program, Section 5311 funds include operating assistance for job access and reverse commute activities and the formula used to distribute funds likewise includes the number of low-income individuals as a factor. FTA encourages 5311 recipients to continue the coordinated planning process and consider the funding needs of existing job access and reverse commute projects and services. As mentioned above, Ulster County transportation providers may still be utilizing remaining JARC funds from previous years.

The FAST Act added new sources of eligible non-federal matching funds, including non-governmental sources and advertising sales, neither of which were previously allowed as matching funds, and made changes to the use of the unsubsidized portion of privately provided intercity bus service that connects feeder service that is eligible as in-kind local match.

FTA Enhanced Mobility of Seniors and Individuals with Disabilities (Section 5310)

Under MAP-21, FTA Section 5310 added more eligible activities to enhance mobility for seniors and people with disabilities, which have remained in the FAST Act. These additions included: 1) former New Freedom (Section 5317) activities; 2) public transportation projects to improve access to fixed route transit; 3) public transit projects expressly designed for seniors and people with disabilities, where transit is insufficient, inappropriate or unavailable; and 4) alternatives to public transportation that assist seniors and people with disabilities.

FTA's Enhanced Mobility of Seniors and Individuals with Disabilities grant program, Section 5310, supports programs and services designed to meet the needs of those two user groups. Funds are apportioned to large urbanized areas and to states for rural and small urban areas (populations up to 200,000) by formula.

Eligible activities include:

1. Capital projects expressly designed for seniors and people with disabilities, where transit is insufficient, inappropriate or unavailable. Eligible subrecipients are nonprofit organizations or public entities that have been designated to coordinate services for seniors and people with disabilities in their areas. At least 55% of an area's allocation of 5310 funds must be spent on projects of this type. Note that "capital" projects also include mobility management activities and the purchase of service through a contract in addition to the purchase of vehicles.
2. Provision of services that exceed ADA requirements (such as offering paratransit service in areas or during days/hours when fixed route service is not in operation, or same-day

paratransit service, or providing escorts for riders). Capital and operating expenses of such services are eligible 5310 expenses.

3. Public transportation projects to improve access to fixed route transit or reduce reliance on paratransit services. This includes capital and operating and operating expenses associated with activities such as making accessibility improvements to rail stations not required by the ADA, creating accessible paths of travel to bus stops, or travel training.
4. Alternatives to public transportation that assist seniors and people with disabilities, including capital and operating expenses associated with activities such as supporting volunteer driver, transportation voucher, accessible taxi, or ridesharing or vanpool programs.
5. Up to 45% of an area's 5310 funds may be used for the latter three categories of eligible projects, for which nonprofit organizations, public transit providers, and state or local governmental agencies are eligible subrecipients. Capital projects in category 1 above that are carried out by transit providers, public entities, or nonprofit organizations may also be funded as part of an area's 45% portion of its 5310 funds.

FTA encourages the development and implementation of mobility management projects as well as coordination of services that benefit from federal funding. A range of mobility management activities, including operation of transportation brokerages, purchase of technology systems to support coordinated services, operation of one-stop call centers, coordination of travel training programs, and support for coordination councils or committees, are considered to be capital expenses in FTA grant programs, and eligible to use grant funds at an 80% federal share (the maximum federal share of operating costs is 50%).

New York's 5310 Program

NYSDOT administers Section 5310 funds for New York. Project priorities in urban areas are determined by the area's Metropolitan Planning Organization. Ulster County Transportation Council therefore is responsible for reviewing applications and making funding recommendations to NYSDOT for the Kingston urbanized area and the Ulster County portion of the Poughkeepsie-Newburgh NY-NJ Transportation Management Area (TMA).

Current available funding for the Kingston urbanized area from federal fiscal year 2015 and 2016 allocations total approximately \$136,000. Of that amount, at least \$83,000 must be spent on traditional 5310 projects.

Available funding for the entire TMA area from the federal fiscal year 2016 allocation is approximately \$400,000. Of that amount, at least \$255,000 must be spent on traditional 5310 projects.

FTA Bus and Bus Facilities (Section 5339)

The FAST Act included positive changes to the 5339 program. Under MAP-21, the program provided formula funds only, which relieved the inconsistency and uncertainty for transit providers of the predecessor 5339 discretionary program, but also decreased the former program's flexibility.

Changes to the program under the FAST Act include:

- Increased funding for the program overall, from the MAP-21 level of \$428 million in FFY15 to \$809 million in FFY20
- Authorization of a higher level of annual funding for states to use in non-urbanized areas, from \$1.25 million to \$1.75 million per year

- Introduction of two new competitive programs for states and local transit agencies, which will provide funding in the amount of \$1.5 billion over five years

One competitive program will use \$213 million to \$289 million annually to fund projects to replace, rehab, purchase, or lease buses on the basis of age and condition, or purchase, construct, or lease bus facilities. The other will provide \$55 million per year to support the acquisition of low- or zero-emission vehicles and related facility projects. Ten percent of the competitive funding amounts will be set aside for projects in rural areas. Requirements of the 5307 and 5311 programs will apply to the new competitive grants, including a 20% non-federal matching requirement.

Title III-B of the Older Americans Act

The Administration on Aging (AoA) of the Administration for Community Living (ACL), a federal Department of Health and Human Services agency, is responsible for the administration of a number of programs authorized by the Older Americans Act. These programs support a variety of services for seniors, especially those who are frail or vulnerable, including home-delivered and congregate meals, preventive health care, in-home services, senior centers, transportation, ombudsman services, insurance and benefits counseling, and community service employment. AoA also funds research, training and demonstration projects.

Title III of the Older Americans Act of 1965, which authorizes State and Community Programs, supports programs and services which are intended to aid active seniors and those who are at risk of losing their independence.

Title III funds are awarded to each state's designated Agency on Aging on a formula basis, according to the state's senior population (persons aged 60 years and older). Each Agency on Aging in turn distributes funds to the state's designated Area Agencies on Aging (AAAs) for the development and implementation of programs and services to meet the needs of seniors in each local area or region. Funds are allocated among AAAs according to intrastate funding formulas which are subject to approval at the federal level. Factors such as geographic distribution of seniors and degree of economic and social need are taken into consideration in the development of these formulas.

Individuals aged 60 and older are eligible for services provided with Title III funds, with priority given to individuals with the greatest economic and/or social needs; low-income minority seniors, and older individuals living in rural areas, in particular, are targeted.

Fees may not be charged for services, but seniors must be given the opportunity to make voluntary contributions toward the cost of the services they receive.

States must provide funds to match the federal dollars in the following proportions: 25% for state administrative activities, 25% for administration of the State Plan, and 15% for supportive services and multipurpose senior centers.

Supportive Services (Part B) is one of the types of programs and services which are funded under different parts of Title III. Title III-B covers supportive services in several categories, including access services, one of which is transportation. Transportation is often delivered by non-profit or for-profit service providers. This is typical of other types of services for seniors that are developed and implemented by State and Area Agencies on Aging and financed with Title III-B funds.

Title XIX of the Social Security Act (Medicaid)

Title XIX of the Social Security Act of 1965 established the Medicaid program as a joint effort on the part of the federal and state governments to ensure health care services for individuals and families who meet certain income and resource requirements, or who belong to other needy groups. A critical

component of achieving this goal is the provision of transportation services that allow Medicaid recipients access to health care services.

The Centers for Medicare and Medicaid Services (CMS), part of the federal Department of Health and Human Services, oversees the Medicaid program. Funds are allocated to states on a formula basis and are distributed to a designated state Medicaid agency. CMS issues general program guidelines and requirements, but each state is responsible for the design of its own Medicaid program, including such components as eligibility standards; the type, amount, duration and scope of services to be provided; rates of payment for services; and administrative procedures.

The federal share of the cost of medical services (including transportation necessary to ensure access to those services) may range from 50 percent to 83 percent. The non-federal share of Medicaid expenses is typically provided by state or county funds.

In addition to supporting non-emergency medical transportation, Medicaid is a significant source of funding for organizations that operate day programs and other types of services for individuals with developmental disabilities. Such organizations often provide transportation so that clients are able to attend programs. Service may be provided with agency-owned vehicles driven by program staff, or contracted to a local public, not-for-profit, or for-profit transportation provider. Transportation is usually one element of the services that are covered by the Medicaid funding the organization receives for a particular client (typically a set rate per day that the client attends the program). Budgets and funding for transportation services are not typically separate from those of the other services the organization operates.

Temporary Assistance for Needy Families (TANF)

The New York Office of Children and Family Services administers Temporary Assistance for Needy Families (TANF) funds, which are distributed by the federal Department of Human Services Administration for Children and Families. TANF funding is allocated to implementing organizations and transportation providers. TANF block grants may be used by states to finance transportation and other support services that will make it easier for individuals to find and maintain employment, or help to achieve other goals of the welfare reform effort.

SNAP Employment and Training

The Supplemental Nutrition Assistance Program (SNAP) provides food-purchasing assistance for low- and no-income people living in the U.S. It is a federal aid program, administered by the U.S. Department of Agriculture, under the Food and Nutrition Service (FNS). This benefit is distributed by the New York State Office of Children and Family Services. The Food and Nutrition Act of 2008 created the Employment and Training (E&T) program to provide SNAP participants opportunities to gain skills, training or experience that will improve their employment prospects and reduce their reliance on SNAP benefits.

Under the SNAP E&T program, states can claim a 50% reimbursement to allow for participant reimbursements, such as reimbursements of participant transportation expenses (e.g. mileage reimbursement or transit passes) or mileage reimbursements to volunteer drivers. Recipient state agencies must account for the 50% match for such programs.

Both the TANF and SNAP E&T programs are managed through the New York State Office of Temporary and Disability Assistance.

State Funding Sources

Statewide Mass Transportation Operating Assistance (STOA)

The New York State DOT distributes about \$3 billion annually in Statewide Mass Transportation Operating Assistance (STOA) to approximately 130 transit operators. STOA provides operating monies to transit agencies and authorities based on vehicle miles and passenger revenue service. Funding for STOA comes from state general funds and revenues from a series of taxes. A portion of the tax revenue proceeds is deposited into the Mass Transit Operating Assistance (MTOA) fund. This fund is subdivided into upstate and downstate dedicated tax fund accounts. The upstate account, which is financed with revenues from the Petroleum Business Tax, provides funding to all transit systems outside the 12-county metropolitan transportation commuter district.⁵

Public transportation providers are eligible to receive STOA funding. If the public transportation provider receives more than 50% of revenue from human service agencies, these services must be open to the general public.

STOA funds require a 100% local match. Transit providers may use STOA funds as the local share of federal operating assistance grants.

New York State Office for the Aging

The New York State Office for the Aging (NYSOFA) allocates funding through local Area Offices on Aging, most of which are situated inside county governments. The amount of funding that a county will receive is based on the size of the senior population living within that county. A county will then make a decision, based on overall funding and programming, how much to allocate to transportation services. Funds are distributed to and used by local Area Agencies on Aging (AAAs). NYSOFA also administers a grant program for transportation programs called the “NYS AAA Transportation Operating Expense Program” which can be used for transportation services for seniors and does not have a local match requirement.

Additionally, NYSOFA administers the Older Americans Act Title III formula grant program (population-based), which also passed through to the local Area Offices on Aging for distribution to local AAAs. This funding requires a 10% local match. Title III-B funding may be used for supportive services, including transportation.

New York Office for People with Developmental Disabilities

The New York Office for People with Developmental Disabilities (OPWDD) administers New York state general funds and federal and state Medicaid funding to provide a wide range of programs and services for individuals with developmental disabilities and their families. OPWDD supports a network of nonprofit organizations that operate residential and day programs for served individuals and may also provide or contract with private entities for transportation to and from those programs. (OPWDD also operates similar programs and transportation services directly). The majority of such transportation is Medicaid-funded.

Developmental Disabilities Planning Council

The Developmental Disabilities Planning Council (DDPC) provides approximately \$3.6 million annually for the development and implementation of demonstration projects in New York State.

⁵ The 12-county NY metropolitan commuter district covers the five counties of New York City and Rockland, Nassau, Suffolk, Orange, Putnam, Dutchess, and Westchester Counties.

These projects are developed by the Council in response to identified needs of individuals with developmental disabilities, and are required to fulfill one or more goals within the DDPC State Plan. Projects are funded through a competitive bidding process or through a sole-source project funding grant.

In the past, Oswego County received funding through the DDPC through the Re-Think the Wheel Program, which is no longer active. DDPC funding was also used to start up a demand-response service for individuals with developmental disabilities by the Center for Disability Services in the Albany area.

New York Department of Health (Medicaid Program)

The Department of Health manages Medicaid Non-Emergency Medical Transportation (NEMT) for each county. There are six regions under five contracts with transportation managers; transportation managers have regional representatives assigned to each county:

- Medical Answering Services, LLC holds four contracts (Western NY, Hudson Valley, Finger Lakes, and Northern NY)
- LogistiCare Solutions, LLC holds two contracts (New York City and Long Island):

Transportation can be approved to Medicaid-covered medical services including to primary care physician, various therapies, and dental care. The following types of individuals are covered for fee-for-service transportation:

- Medicaid enrollees
- Medicaid/Medicare dually eligible enrollees
- Most Medicaid managed care enrollees
- Health and Recovery Program (HARP) enrollees
- Home and Community-based Services (HCBS) Waiver participants
- Enrollees of the State offices of Mental Health and for Persons with Developmental Disabilities

The following individuals/types of trips are not covered for fee-for-service transportation:

- Managed Long Term Care program enrollees
- Trips to and from Adult Day Health Care programs who manage their own transportation
- Trips to OPWDD-certified day habilitation

In addition to transportation to medical care, some enrollees are eligible for trips to non-medical events covered by the plans of care, including Health and Recovery Plan (HARP) members and Traumatic Brain Injury (TBI) waiver participants.

Several different types of transportation are allowed for NEMT including: public transportation, personal vehicle, taxi/livery, wheelchair van, and ambulance. The Public Transportation Automated Reimbursement (PTAR) allows Medicaid NEMT providers to provide public transportation passes to enrollees. In Upstate New York the PTAR program is expected to start in summer 2016.

New York Office of Mental Health

The New York Office of Mental Health distributes funding through Local Mental Hygiene Directors. Each county and New York City has a designated local unit (57 counties and NYC) with a director who is charged with oversight of three areas within their county: Mental Health, Substance Abuse, and Disability Services are covered by this department. These directors have oversight of the functions

and services that they want to include in their program. County directors create their own county plans, which include needs related to transportation.

Appendix A Committees

Name	Organization
Kenneth Crannell	Office of the County Executive
Robert DiBella, Director	UCAT
Kelly McMullen, Director	Ulster County Office for the Aging
Lisa Berger, Director	Ulster County Office of Employment and Training
Rita Wood, Early Intervention/Preschool Director	Ulster County Department of Social Services
Vin Martello	Ulster County Department of Mental Health
Keith Bennet	Ulster County Veteran's Agency
Sandy Cozza, Director of Transportation	The Arc of Ulster-Greene
Toni Roser	Kingston Citibus
Daniel Coots	NYSDOT Region 8
John Reel	NYSDOT Headquarters
Kim Mapes, Resident Services Supervisor	RUPCO
Russ Maxwell	Medical Answering Service
Michael McLaurin	Medical Answering Service
Jonathan Lang	NYSDOH
Liz Misa	NYSDOH

ULSTER COUNTY COORDINATED PLAN 2016 UPDATE | FINAL | APPENDIX
 Ulster County Transportation Council (UCTC)



ULSTER COUNTY HUMAN SERVICE TRANSPORTATION COORDINATED PLAN

Kick-off Meeting | March 16, 2016

Name	Organization	Title	Phone Number	Email Address
David Staas	UCTC	Trans Planner	334-5508	dsta@co.ulster.ny.us
Ken Cannell	County Exec	Dep. Co. Exec	340-8000	kca@co.ulster.ny.us
Kerth Bennett	Ulster Co. Veterans	Dep Dir	334-5018	kbenn@co.ulster.ny.us
Lisa Berg	OET	Director	340-3170	lberg@co.ulster.ny.us
John Reel	NYS DOT	Transportation Spcl.	(518) 457-8366	john.reel@dot.ny.us
Rita Wood	DSS	Director EPS	334-5245	rwood@co.ulster.ny.us
CAROL M. SMITH, MD, MPH	UCDOH / MLH	Commissioner Health	845-340-3009	csmi@co.ulster.ny.us
Kelly McMillan	OFA	Director OFA	340-3518	kmcml@co.ulster.ny.us



ULSTER COUNTY HUMAN SERVICE TRANSPORTATION COORDINATED PLAN

Kick-off Meeting | March 16, 2016

Name	Organization	Title	Phone Number	Email Address
Brian Slack	UCTC	Trans. Planner	334-5590	bslack@co.ulster.ny.us
Susan Blickstein	SGB	Principal	235-7773	sblinkstein@gmail.com
Bob Bella	UCAT	Director	340-3335	rdib@co.ulster.ny.us
Vincent Mantello	UCDOH	Dir. Comm Health Relations	334-5585	vmant@co.ulster.ny.us
Ken Cannell	County Executive	Dep. Co. Exec	340-3800	kca@co.ulster.ny.us
Kerth Bennett	Veteran Serv	Dep Dir	334-5018	kbenn@co.ulster.ny.us
Lisa Berg	OET	Director	340-3170	lberg@co.ulster.ny.us
JOHN Reel	NYS DOT	Staff at Transit Bureau	518 (457-8366)	john.reel@dot.ny.us
Rita Wood	DSS	Director EPS Unit	334-5245	rwood@co.ulster.ny.us



Ulster County Transportation Council
Human Service Transportation Focus Group
Sign-In Sheet
 May 18, 2016 • 10:00am

Name	Affiliation (if applicable)	Email (optional)
Mary Sasowsky		msasow@udel.edu
Orlene Nightingale	Norfolk Community Ctr.	orlnight@live.com
Madeleine Harvey		
Alejandra Nuesslein		JOVIPEACH@gmail.com
Bernadette DeBach		
Jean Bowen		
Marianne Chiappone		MiltonHarvest
Ann Hellyer - 795 6140		MILTON HARVEST
CAROLYN HANSEN		SAME
Ciampaglione Lidia		//
CARL CROSLY		
Wini Erbarne ^{E-mail} ^{Wini Erbarne Barnes}	Rosendale Srs	Wini Erbarne Barnes
Elizabeth Alworts		845-430-3229
Jane Ann Williams	SSIP-NewPaltz	jfrg@aol.com



Ulster County Transportation Council
Stakeholder Advisory Group - 1:00pm
Sign-In Sheet
 May 18, 2016

Name	Affiliation (if applicable)	Email (optional)
MICHAEL MCCLURE	MEDICAL ANSWERING SERVICE	mmclurew@MEDANSWERING.COM
MARK HOLOCHUCK	GATEWAY COMMUNITY INNOVATIONS	mholochuck@gateway-
Keith Gurgui	RCAL	kgurgui@rcal.org
Anthony Mignone	RCAL	amignone@rcal.org
Michelle Houghtaling	Institute for Family Health	mthoughtaling@institute.org
Kim Mapes	Rupro	kmapes@rupro.org
Michael Berg	Family	mberg@down.com



Ulster County Transportation Council
Transportation for Disabled Citizens Focus Group
Sign-In Sheet
 May 18, 2016

Name	Affiliation (if applicable)	Email (optional)
CLEO ANDREWS		CLEOANDREWS@YAHOO.COM



Ulster County Transportation Council
Human Service Transportation Focus Group
Sign-In Sheet
May 18, 2016 • 3:00pm

Name	Affiliation (if applicable)	Email (optional)
Pat Dawkins	reel	sigpat@aol.com
Susan Friedman } Charlee Kirkpatrick }		char5493@aol.com no spaces
Richard Roman	Rcal	rroman@rcal.org
Keith Gurgui	Rcal	kgurgui@rcal.org

SIGN-IN

UCTC Coordinated Human Services/Public Transit Transp. Plan
 Technical Advisory Committee
 July 20, 2016

<u>Name</u>	<u>Org</u>	<u>email</u>
Brian Slack	UCTC	bsla@co.ulster.ny.us
DAN COOTS	NYS DOT - REGION 8, Poughkeepsie	DAN.COOTS@DOT.NY.GOV
Vincent Martello	UCDOH-MH	vmrt@co.ulster.ny.us
Keith Bennett	UCUSA	kbenn@co.ulster.ny.us
Kelly McMillen	UCOFA	KMcM@Co.Ulster.Ny.US
John Reel	NYS DOT	john.Reel@DOT.ny.gov
Carol Hanzoe	UCAT	char@co.ulster.ny.us
Kim Mapes	Rupco	Kmapes@rupco.org
Patti Monahan	Nelson/Nygaard	pmonahan@nelsonnygaard.
Redi Bella	UCAT	rdib@co.ulster.ny.com
MICHAEL MCLAURIN	MEDICAL ANSWERS SERVICE	MICHAEL@MEDANSWERS.COM
Dan Staus	UCTC	dsta@co.ulster.ny.us



Ulster County Transportation Council
Coordinated Human Service Transportation Plan
Sign-In Sheet
September 28, 2016

<u>Name</u>	<u>Affiliation (if applicable)</u>	<u>Email (optional)</u>
Brian Slack	UCTC	bsl@co.ulster.ny.us
Michael Brown	G.C.I.	mbrown@gatewayindustries.com
Paul Schoenweiser	The ARC of Ulster Greene	paul.schoenweiser@UGARC.org
Mary Ann Hildebrandt	GCI	mahildebrandt@gatewayindustries.com
Patsy Monahan	Nelson\Nygaard	pmonahan@nelsonnygaard.com
Carol Hargrove	UCAT	ch@co.ulster.ny.us
Dennis Doyle	UCTC	d@co.ulster.ny.us



Ulster County Transportation Council
Coordinated Human Service Transportation Plan
Sign-In Sheet
 October 25, 2016

Name	Affiliation (if applicable)	Email
1 Brian Slack	UCTC	bslack@co.ulster.ny.us
2 MICHAEL McLAUGHLIN	MAS	m.mclaughlin@medansurf.us.com
3 Michelle Houghtaling	IFH	mthoughtaling@institute.org
4 Patti Monahan	Nelson\Nygaard	pmonahan@nelsonnygaard.com
5 Susan Blickstein	SBB	sbluckstein@gmail.com
6 Sandy Cozza	The Arc UG	sandra.cozza@ugarc.org
7 Rita Wood	UCDSS	ruxoo@co.ulster.ny.us
8 MaryAnn Hildebrandt	Gateway	mahildebrandt@gatewayindustries.org
9 Abraham		
10 Michael Brown	Gateway Community Industries	mbrown@gatewayindustries.org
11 Carol HARGROVE	UCAT	chare@co.ulster.ny.us
12 Anthony Mignone	RCAL	amignone@rcal.org
13 William Nichols	RCAL	wnichols@rcal.org
14 Dennis Doyle	UCTC	didoyle@co.ulster.ny.us
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Ulster County Transportation Council
Coordinated Human Service Transportation Plan
Sign-In Sheet
 December 7, 2016

Name	Affiliation (if applicable)	Email
1 David Staas	UCTC	dsta@co.ulster.ny.us
2 Sharon Murray	Jewish Family Services	S.Murray@jfs.org
3 Margaret Lagun	THE ROSE WOMEN'S GAZE SERVICES	RWCSZTC@aol.com
4 Vili-Harso	SSIF	Vvhlarsa@aol.com
5 ALEXANDER BERARDE	TRAILWAYS	ABERARDE@TRAILWAYS.NY.COM
6 Michael Brown	Gateway Community Industries	mbrown@gatewayindustries.org
7 MICHAEL MCLAURIN	MEDICAL ANSWERING SERVICE, M MCLAURIN	M MCLAURIN@ANSWERINGSERV.COM
8 Mary Ann Hildebrandt	Gateway Community Industries	mahildebrandt@gatewayindustries.org
9 Tom Polk	Complete Streets Advisory Council	tpolk@ymcaulst.org
10 Victoria Read	Family of Woodstock	vread@fowinc.org
11 JOHN GROSSBOWEN	CITY OF KINGSTON COMPLETE STREETS ADVISORY COUNCIL	JOHN.GROSSBOWEN@KINGSTON.NY.GOV
12 Tom Trugo	Dir of Operations - Woodland Pond @ New Paltz	TRUGO@WPATNP.ORG
13 Jason Irish	Woodland Pond @ New Paltz Trans. Coord.	jirish@wpatnp.org
14 Kim Rapas	Rupeo	kirapas@rupeo.org
15 Carol Hargrave	UC Area Transit	chare@co.ulster.ny.us
16 Ken Cannell	County Executive	KC@co.ulster.ny.us
17 Sue Koppenhaver	OFA Advisory Board	skoppenhaver@alwaysathome.org
18 Kelly McNamee	UC OFA	KMEM@co.ulster.ny.us
19 Amy McCracken	UC DMH	amcc@co.ulster.ny.us
20 Keith Bennett	Veterans	Kben@co.ulster.ny.us
21 Sandy Cozza	The Arc of Ulster Greene	SandraCozza@uagarc.org

ULSTER COUNTY COORDINATED PLAN 2016 UPDATE | FINAL | APPENDIX
Ulster County Transportation Council (UCTC)

Name	Affiliation(if applicable)	Email
22 Toby Krawitz	Advisory Council, SSIP, IFS	TOBY.KRAWITZ@GMAIL.COM
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Appendix B Transportation Provider Questionnaire

2016 UCTC Human Service Transportation Coordinated Plan

2016 UCTC Human Service Transportation Coordinated Plan

This survey is intended to inform an update of the Ulster County Transportation Council (UCTC) Human Service Transportation Coordinated Plan, last updated in 2010.

The current Federal Transportation Authorization Act -- Fixing America's Surface Transportation (FAST) Act requires that projects that are funded by the Federal Transit Administration's Section 5310 funding program, Enhanced Mobility of Seniors and Individuals with Disabilities, be included in a locally developed coordination plan. The Coordinated Plan seeks to identify the transportation needs of the seniors, people with disabilities, and households with limited incomes and provide strategies to improve mobility and access to services.

This survey is being distributed to human service and transportation providers that operate in Ulster County in an effort to update UCTC's inventory of operators, gain better understanding regarding operators' transportation system capacity, and gauge their existing need with regard to improving service to their clients. This survey is based on a similar one developed by Poughkeepsie-Dutchess Transportation Council for operators in Dutchess County. All answers provided are for information purposes only and will not be shared with any other agency, except as part of aggregate and anonymous data reports and analyses.

If you have any questions about the survey or how to complete it, please contact Brian Slack, Senior Transportation Planner for UCTC, at 845.334.5590 or bsla@co.ulster.ny.us. Completed surveys are due by [TBD].

More information can be found online by visiting <http://ulstercountyny.gov/planning/transportation>.

Appendix C Agency Contacts

Name	Agency/Organization
<u>Transportation</u>	
Scott Ornstein	Metro-North Railroad
Christine Falzone	Coach
Mark Boungard/Anne Noonan	Trailways
Gene Berardi	Trailways
Robert DiBella	UCAT
Toni Roser	Kingston Citibus
<u>Housing</u>	
Steve Aaron	Birchez Associates (Senior Housing)
Suzanne Cahill	City of Kingston, Planning Director
Kevin O'Connor	RUPCO - Rural Ulster Preservation Company
Ten Broeck Commons	Elaine Trott
<u>Hospitals/Health Care</u>	
David Scarpino, President & CEO	Health Alliance of the Hudson Valley
<u>Major Employers</u>	
Maureen Ryan	New Paltz School District
Don Diamond	SUNY New Paltz
Donald Katt	SUNY Ulster - President
Jane Kithcart	SUNY Ulster - Student Support Services
SUNY New Paltz	SUNY Council Pres.
<u>Human Resources</u>	
Susan J. Hoger	RCAL - Resource Center for Accessible Living
Kelly McMullen, Program Supervisor, LGU Adult Services	UC Office for the Aging - Director
Linda Wainwright	UC Office for the Aging - Accounts Payable
Lisa Berger, Director	UC Office of Employment & Training
James Donahue	Ulster-Greene Arc
Maryjane Hunlock	UC DSS
Michael Iapocce, Commissioner	UC DSS - Deputy Director

ULSTER COUNTY COORDINATED PLAN 2016 UPDATE | FINAL | APPENDIX
 Ulster County Transportation Council (UCTC)

Name	Agency/Organization
Susan Warman	UC DSS
Mary Ann Hildebrandt	Gateway Community Industries
Steven Masee	UC Veterans Agency
Susan Koppenhaver MPH Chief Executive Officer	Always There (Home Care)
Jerry Lesczynski, Managing Director	Multi-County Community Development Corp./Rehabilitation Support Services, Inc.
Michael Berg, Executive Director	Family of Woodstock, Inc.
John McHugh, Executive Director	Ulster-Greene ARC
Elaine Lawrence, Senior Rehabilitation Counselor	ACCESS/VR
Ellen Pendegar, CEO	Mental Health Association in Ulster County, Inc.
Steve Miccio, Executive Director	People, Inc.
David Scarpino, President & CEO	Health Alliance of the Hudson Valley
Kelly McMullen, Program Supervisor, LGU Adult Services	Ulster County Department of Mental Health
Amy Anderson-Winchell, CEO	Occupations, Inc.
Dr. Carol Smith	Ulster County Commissioner of Health

Appendix D Major Destinations

Name	Street	City
ACCESS/VR	89 Washington Avenue	Albany
Always There (Home Care)	918 Ulster Ave	Kingston
Brigham Apartments	100 Brigham Road, #309	Fredonia
Chambers Senior Housing	401 Chambers Dr	Kingston
Colonial Gardens	202 Flatbush Ave	Kingston
Ellenville Senior Housing	10 Eastwood Ave # 1	Ellenville
Elsie's Meadow	189 Third St.	Walkkill
Gateway Community Industries	291 Wall St #4	Kingston
Glusker Gardens	93 Center St # 100	Ellenville
Governor Clinton Apartments	1 Albany Ave	Kingston
Hannaford Supermarkets	1261 Ulster Ave	Kingston
Health Alliance of the Hudson Valley	396 Broadway	Kingston
Health Alliance of the Hudson Valley (Kingston and Benedictine)	105 Mary's Avenue	Kingston
Hudson Valley Mall	1300 Ulster Ave	Kingston
Hudson Valley Mall	1300 Ulster Ave	Kingston
Huguenot Park Apartments	45 N Chestnut St,	New Paltz
Jenny's Garden	Gerentine Way	Marlboro
Jewish Family Services	280 Wall St	Kingston
Kingston Plaza	Kingston Plaza	Kingston
Kingston Plaza	Kingston Plaza	Kingston
Mental Health Association in Ulster County, Inc.	300 Aaron Ct	Kingston
MKMG Lake Katrine	1561 Ulster Avenue	Lake Katrine
Multi-County Community Development Corp./Rehabilitation Support Services, Inc.	11 Twin Maples Plaza, Suite 5	Saugerties
Occupations, Inc.	25 Oakley St	Poughkeepsie
Orange Regional Medical Center	707 E Main St	Middletown
Park Heights	1033 Rt. 32	Rosendale
PEOPLE, Inc.	126 Innis Ave	Poughkeepsie
RCAL - Resource Center for Accessible Living	727 Ulster Ave	Kingston
Rondout Gardens	132 Rondout Drive	Kingston
RUPCO	289 Fair St	Kingston
Saugerties Senior Housing	155 Main St.	Saugerties
Seven Greens	20 Lawrenceville St.	Kingston
Shandaken Village Apartments	Ave Maria Drive	Phoenicia
ShopRite Supermarkets	801 Miron Ln	Kingston
Stop & Shop Supermarkets	160 Summer St	Kingston
Stuyvesant Charter Apartments	16 Sheehan Court	Kingston

ULSTER COUNTY COORDINATED PLAN 2016 UPDATE | FINAL | APPENDIX
 Ulster County Transportation Council (UCTC)

Name	Street	City
SUNY New Paltz	1 Hawk Dr	New Paltz
SUNY New Paltz	1 Hawk Dr	New Paltz
SUNY Ulster Kingston Mary's Ave	94 Marys Ave	Kingston
SUNY Ulster Kingston Mary's Ave	94 Marys Ave	Kingston
SUNY Ulster Stone Ridge	491 Cottekill Rd	Stone Ridge
SUNY Ulster Stone Ridge	491 Cottekill Rd	Stone Ridge
Target Ulster	1300 Ulster Ave	Kingston
Ten Broeck Commons	1 Commons Dr	Lake Katrine
The Arc of Ulster-Greene	24 Maple Ave	Ellenville
The Birchez	104 Smith Ave	Kingston
The Mill	55 E Bridge St	Saugerties
Tongore Pines Senior Housing	25 Fox Ln	Olivebridge
Trailways Station in Kingston	400 Washington Ave	Kingston
Trailways Station in New Paltz	139 Main St	New Paltz,
UC Office for the Aging	50 Center St	Ellenville
Ulster County Commissioner of Health	50 Center St	Ellenville
Ulster County Department of Mental Health	50 Center St	Ellenville
Ulster County Department of Social Services	50 Center St	Ellenville
Ulster County Veteran's Agency	5 Development Ct	Kingston
Ulster Gardens	2000 Ulster Garden Court	Kingston
Vassar Brothers Medical Center	45 Reade Pl	Poughkeepsie
Walmart Ellenville	7500 US-209	Napanoch
Walmart Ulster	601 Frank Sottile Blvd	Kingston
White Plains Hospital Association	222 Westchester Ave #101	West Harrison
Wiltwyck Gardens	95 Albany Ave.	Kingston
Woodstock Meadows	100 Woodstock Meadows Drive	Woodstock
Yosman Tower Apartments	295 Broadway	Kingston

Appendix E Top Employers

Name	Street	City
Adirondack Transit Lines Inc.	499 Hurley Ave	Hurley
Alcoa Fastening Systems	1 Corporate Drive	Kingston
Ametek, Inc.	55 Hasbrouck Lane	Woodstock
Arthur F. Mulligan Bus Co.	AFM 2 Tillson Road Tillson P O Box 250	Tillson
Belleayre Mountain Ski Center	181 Galli Curci Rd PO Box 313	Highmount
Benedictine Hospital	105 Marys Ave	Kingston
Bread Alone	2121 Ulster Ave	Lake Katrine
Brooklyn Bottling Co Of Milton NY	643 South Rd	Milton
C2G Environmental Consultants	83 S. Putt Corners Rd.	New Paltz
Ceres Technologies	Sterling Rd PO Box 209	Saugerties
Charles River Labs	3121 US-209	Stone Ridge
Courtyard by Marriott	500 Frank Sottile Blvd	Kingston
CSEA	143 Washington Avenue	Albany
Diamond Mills Inn & Conference Center	25 S Partition St	Saugerties
Ellenbogen Media / Seven21 Media Center	721 Broadway #100	Kingston
Elna Magnetics	203 Malden Turnpike	Saugerties
Excelsior Wood Products LLC	401B Sawkill Road	Kingston
FALA Technologies	430 Old Neighborhood Rd	Kingston
Family of Woodstock, Inc.	16 Rock City Rd	Woodstock
Fehr Bros. Industries, Inc.	895 Kings Highway	Saugerties
First Student	225 Malden Turnpike	Saugerties
Frito Lay, Inc.	36 South Putt Corners Road	New Paltz
Gillette Creamery	47 Steves Ln	Gardiner
Golden Hill Nursing & Rehabilitation Center	99 Golden Hill Drive	Kingston
Health Alliance	396 Broadway	Kingston
Health Quest	55 Grand Street	Kingston
HITS/HITS Endurance & Diamond Mills Hotel & Tavern	25 S Partition St	Saugerties
Honor's Haven Resort & Spa	1195 Arrowhead Road	Ellenville
JBT Corporation	20 Kieffer Lane	Kingston
Kingston Hospital - Health Alliance of the Hudson Valley	396 Broadway	Kingston
LoDolce Machine Company, Inc.	196 Malden Turnpike	Saugerties
Mohonk Mountain House	1000 Mountain Rest Rd	New Paltz
Next Step Digital	721 Broadway	Kingston
Norman Staffing	231 Clinton Ave # 1	Kingston

ULSTER COUNTY COORDINATED PLAN 2016 UPDATE | FINAL | APPENDIX
 Ulster County Transportation Council (UCTC)

Name	Street	City
Northeast Center for Special Care	300 Grant Avenue	Lake Katrine
NYS Department Of Labor	Building 12 W. Averell Harriman State Office Campus	Albany
NYS Education Department	1 Hawk Dr	New Paltz
Office of Economic Development	420 Broadway	Kingston
Optimum Window Mfg. Corp.	28 Canal Street	Ellenville
Prism Solar Technologies, Inc.	180 South Street	Highland
Selux Corp	5 Lumen Ln	Highland
Selux Corporation	5 Lumen Lane	Highland
Simulaids, Inc	16 Simulaids Dr.	Saugerties
Ten Broek Commons	1 Commons Drive	Lake Katrine
The Institute for Family Health	279 Main Street, Suite 101	New Paltz
UC BOCES	727 Grant Ave	Lake Katrine
UC Regional Chamber Of Commerce	214 Fair St	Kingston
Ulster County	244 Fair St	Kingston
Ulster Savings Bank	280 Wall St	Kingston
Ulster/Greene ARC	24 Maple Ave	Ellenville
Van Kleeck's Tire	1987 Ulster Ave, Post Office Box 617	Lake Katrine
Viking Industries	89 South Ohioville Road	New Paltz
Waste Management	264 Old Flatbush Road	Kingston
Willcare, Inc.	803 Grant Avenue	Lake Katrine
WineRacks.com	819 Route 32	Tillson
Woodstock Percussion, Inc.	167 DuBois Road	Shokan
Zumtobel Lighting	3300 Route 9W	Highland

Appendix F Stakeholder Advisory Group Notes

Ulster County Coordinated Plan SAG Meeting Notes

The Ulster County Coordinated Plan Stakeholder Advisory Group (SAG) meeting was held on Wednesday, May 18 from 12:00 p.m. to 1:00 p.m. at Ulster County Business Resource Center, 1 Development Court, Kingston, NY.

The meeting agenda was provided in advance of the meeting.

Attendees

Name	Organization
SAG Members	
Michael McLaurin	Medical Answering Services
Mark Holochuck	Gateway Community Industries
Keith Gurgui	Resource Center for Accessible Living (RCAL)
Anthony Mignone	Resource Center for Accessible Living (RCAL)
Michelle Houghtaling	Institute for Family Health
Kim Mapes	RUPCO
Michael Berg	Institute for Family Health
UCTC Staff	
Brian Slack	Ulster County Transportation Council (UCTC)
David Staas	Ulster County Transportation Council (UCTC)
Dennis Doyle	Ulster County Transportation Council (UCTC)
Consulting Team	
Patti Monahan	Nelson\Nygaard Consulting Associates
Susan Blickstein	Susan G. Blickstein (SGB)

Discussion

The discussion began with an overview of the project from Dennis Doyle from UCTC and Patti Monahan from Nelson\Nygaard Consulting Associates. Patti and Susan Blickstein described the community outreach process, including focus groups and stakeholder interviews.

The transportation providers who were present at the meeting provided an overview of their services.

- Gateway Industries has a few “fixed route” services that transport the same individuals to programs during the week. They contract with First Student for the majority of the trips. They transport about 125 individuals Monday through Friday. The residential facilities also have vehicles. Transportation is provided to Gateway programs such as sheltered workshops and day hab and to work locations. Citibus has a stop at Colonial Gardens.
- RCAL does advocacy work for people with disabilities through its 14 divisions. Through a contract with ACCES-VR, RCAL provides employment services for people with mental disabilities. Individuals participating in that program may have transportation through their case managers. RCAL’s nursing home transition and diversion program, and its health homes, provide a means for individuals to live in their communities rather than in nursing homes. Clients of that program utilize Medicaid cabs and case managers to access medical appointments.
- Medical Answering Services (MAS) coordinates NEMT for Ulster County. There is a 24/7 call center. They utilize local providers to provide NEMT and also provide bus passes. A lot of new providers are being added; up to several per week. They can onboard new providers in about three months. Dennis Doyle added that since the state took over NEMT, UCAT Medicaid trips have dropped by about 50%.
- RUPCO has six care coordinators that can transport clients to relatively urgent medical appointments using their own vehicles.
- Family of Woodstock operates four shelters and two residences; each has a car, van, or SUV to transport residents.
- The Ulster County Office for the Aging oversees the RSVP program (taking it over from SUNY); the program is run by volunteers.

Additionally, attendees identified several transportation gaps, including:

- The fixed route / paratransit service area is limited; $\frac{3}{4}$ of a mile is not enough. (Note: The ADA service area in Ulster County is a one mile boundary around the fixed route system.)
- There is no coordination between county and city buses.
- Ulster Gardens is a residential facility for people with low income and people with disabilities. UCAT doesn’t serve Ulster Gardens.
- Some people may not be able to afford a bus pass; staff of some organizations, such as the Institute for Family Health, are not allowed to transport clients
- Uber and companies like Uber are a big concern now because of issues related to service animals, insurance, and accessibility.
- People who are Medicare eligible, but not paratransit-eligible will call an ambulance for a trip to an emergency room, rather than a scheduled appointment with a doctor, and IFH pays for it.

- Due to its hub and spoke system design, some trip are very time-consuming to make using UCAT. In addition, service is not frequent enough; trips for grocery shopping and appointments could take all day. People want to go to Walmart, Bel Air, BOCES, and Shandanken.
- There is no way to get to Albany for trips other than medical appointments.
- United Way doesn't conduct a needs survey anymore, because responses never changed; transportation was always reported as a top need.

Participants suggested several potential solutions to transportation gaps:

- RCAL would like to see a pool of funding made available for hiring paratransit vans for people outside of the 1-mile ADA corridor
- There are ARCs in in seven counties; they might be able to provide service.
- Dennis asked if one provider could provide transportation for outgoing trips and another provider to provide return trips. This is being discussed with ARC. They want to group trips to doctor's offices.

MEMORANDUM

To: Ulster County Technical Advisory Council (TAC)

From: Patti Monahan

Date: August 3, 2016

Subject: Technical Advisory Council (TAC) meeting notes – Ulster County HSTCP

Ulster County HSTCP TAC Meeting Notes

The Ulster County HSTCP Technical Advisory Council (TAC) meeting was held on Wednesday, July 20th from 10:00 p.m. to 12:00 p.m. at UCAT Offices, 1 Danny Circle, Kingston.

The meeting agenda was provided in advance of the meeting.

Attendees

Name	Organization
SAG Members	
Dan Coots	NYSDOT – Region 8
Vincent Martello	Ulster County Department of Health – Mental Health
Keith Bennett	Ulster County Veterans Services Agency
Kelly McMullen	Ulster County Office for Aging
John Reel	NYSDOT
Carol Hargrove	UCAT
Kim Mapes	RUPCO
Bob DiBello	UCAT
Michael McLauren	Medical Answering Services
UCTC Staff	
Brian Slack	Ulster County Transportation Council (UCTC)
David Staas	Ulster County Transportation Council (UCTC)
Dennis Doyle	Ulster County Transportation Council (UCTC)
Consulting Team	
Patti Monahan	Nelson\Nygaard Consulting Associates

Discussion

The purpose of the meeting was to review and discuss the first two technical memos: TM #1, Existing Conditions Report and TM#2, Gaps and Needs Analysis. TAC members' comments are summarized below.

- Projections of the percentage of older adults among the county's population vary by source. 25% by 2040 may be a high estimate if numbers of older adults leaving the county over the period are not considered.
- From other NYS county coordinated plans—are providers sharing vehicles in any counties? Which ones?

- What are the employers in Saugerties and the middle of the county that aren't served by bus routes?
- Medicaid-eligible individuals can get to health care services located in Poughkeepsie; Michael McLaurin from Medical Answering Service provided information about applying for eligibility. TAC members noted that is not the responsibility of Ulster County transportation providers to meet needs that are addressed by other agencies.
- Examples of current coordination/mobility management efforts in Ulster County:
 - UCAT coordinates with services in Dutchess and Orange Counties through its Ulster-Poughkeepsie Link and Ulster-Newburgh Link routes
 - UCAT and Office for the Aging offer travel training; UCAT has "try transit" days during which potential riders can try the service free of charge.
 - UCAT and OFA refer individuals to the other organization if it can better meet their transportation needs, and provide information about each other's services in a number of ways.
 - UCAT provides feeder service to Veterans Services vehicles for trips to medical facilities.
 - Planning for the consolidation of UCAT and Citibus will be underway shortly. By this time next year a game plan for the consolidation should be in place.
- Non-ADA-eligible individuals can call UCAT and arrange to use the ADA paratransit service if space is available by meeting the vehicle somewhere along its route. This access for non-ADA customers is not widely publicized. Doing so might strain the capacity of the service.
- Section 5310 funding is used to UCAT to support its 1 ½ mile ADA corridor, which is twice the size required by ADA regulations.
- Kingston Citibus operates deviated routes, but uses a separate paratransit service to meet its ADA requirements.
- The RSVP volunteer driver program no longer exists. OFA's volunteer program is Neighbor to Neighbor. Stakeholder comments about the two programs are incorrect; there seems to be some confusion about volunteer driver programs.
- Jewish Family Services is a Neighbor to Neighbor contractor to OFA.
- Neighbor to Neighbor, which relies on volunteers driving their own vehicles, cannot provide trips for individuals who use wheelchairs or portable oxygen tanks.
- TAC members identified a number of corrections or revisions that are needed to TM #2.
- Which providers reported that accessible vehicles are old and break down frequently?
- Ulster County recently granted \$400,000 to Arc for the purchase of new vehicles.
- Although it has a new wheelchair-accessible van, Veterans Services would like to have a wheelchair-accessible bus to reduce the number of vehicle trips needed to take individuals who use wheelchairs to VA medical centers.
- UCAT can provide information about the utilization of fixed route service by veterans.
- Outreach findings should be presented as report findings; some stakeholders noted the need for transportation services or amenities that are currently offered by transportation providers. For example:

- There are posted schedules at every UCAT bus stop. The schedules are currently being updated.
- OFA subsidizes a shopping shuttle for seniors operated by UCAT. OFA distributes a flyer with information about grocery stores and pharmacies with delivery services to the 22 senior clubs in the county.
- UCAT will develop customized bus schedules—from senior centers to grocery stores, for example—upon request.
- There was much discussion about mobility management and what that might look like for Ulster County.

Next Steps

- Building on the data and analysis collected in the existing conditions report and this gaps analysis report, the next step is to develop a list of potential mobility management strategies, collecting additional data if necessary, and prepare strategy summary sheets.
- Simultaneously, the project team will develop a report identifying current federal funding sources utilized in the State of New York, as well as national best practices in obtaining adequate transportation funding.
- After the list of strategies has been identified and with the funding sources in mind, the next step is to discuss potential strategies with the Technical Advisory Committee, the Stakeholder Advisory Group, and the general public in upcoming meetings and a public workshop.
- The committee agreed that two sessions of the public meeting scheduled now for September would be useful. Ellenville, New Paltz, and Saugerties were mentioned as additional locations to Kingston, and possible venues were discussed. Keith Bennett offered his business as a potential site.
- Additionally, the project team will vet the mobility management strategies with an additional focus group, made up of transportation providers, and will conduct two relevant stakeholder interviews to obtain feedback on the strategies.

Appendix G Focus Group Guide

MEMORANDUM

To: Ulster County Planning/Nelson Nygaard Consulting
From: Susan G. Blickstein, AICP/PP, PhD
Date: April 12, 2016; revised May 13, 2016
Re: Focus Groups for Human Services Transportation Coordination Plan

Focus groups are undertaken as part of human services transportation coordination plans to better understand the challenges, needs and barriers of current services as experienced by target populations (older adults, people with disabilities, people with low incomes, and other transit dependent individuals). To achieve input from target populations, two focus groups are planned at this time (note: a third focus group will occur after strategies have been developed to test those concepts).

One of the focus groups will target disabled persons, though it is inevitable that there will be overlap as some disabled persons will likely be older adults and/or people living on limited incomes.

The second focus group will target older adults. Again, there will be some overlap as some older adults will likely have physical or cognitive disabilities, and/or live on limited incomes.

Ideally, each focus group would attract eight to no more than fifteen attendees, and last around 90 minutes.

The topics/issues explored with focus group attendees are as follows:

- I. Introductions
 - a. Name?
 - b. Where do you live?
 - c. Do you live alone?
 - d. Do you work/go to school/volunteer? If so, where? How do you get there?
- II. Needs Assessment
 - a. Where do you travel?
 - i. Develop a list of all the places people in the group go
 - ii. Prioritize the list to briefly identify top locations
 - b. What are the major reasons you normally travel (such as doctor's appts, work, shopping, education/training, obtain services, socialize, etc.)?
 - c. How do you usually travel?
 - i. What options are available? (ADA paratransit service, UCAT, Kingston City bus, others?).
 - ii. How do you decide how to travel?
 - iii. How is your experience with travel different on weekdays? Evenings? Saturdays? Sundays?

- d. Let's talk about recent trips you wanted to make, but could not, or you had trouble with.
 - i. What problem did you encounter? Explain what happened.
 - ii. Which locations are easiest to travel to? Why?
 - iii. Which locations are difficult to get to? Why? (long distance, hard to understand, multiple transfers, costs too much, service frequency, short service hours, etc.)
- e. Any there other locations that are not on the list that are difficult to travel to?
- f. How do you feel about the number, location, and condition of bus stops, shelters that you use?
- g. Are there any improvements that would make travel easier? (additional benches, bus stops that are accessible to wheelchair users, lighting, a covered place to wait/sit, more shelters?)
- h. Concerns (if not already discussed above)
 - i. When thinking about making a trip/traveling somewhere, what are some of the reasons you decide not to travel?
 - ii. What are some of your frustrations with using transit/commuting/driving/finding a ride?
 - iii. Is information on transportation options accessible and easy to understand?
 - iv. Do you have any concerns about personal safety/security?
- i. How do you usually get information about transportation services? Which methods do you prefer?
 - i. Printed schedules or information
 - ii. Internet
 - iii. Television (public access channels)
 - iv. Senior centers
 - v. Newspapers (which ones?)
 - vi. Telephone transit providers
- j. Any suggestions for improvements to address the identified concerns?

Appendix H Focus Group Meeting Notes

Senior Focus Group Meeting

Milton's Harvest (senior housing complex), Milton, NY

May 18, 2016

Attendees

- 15 female, 1 male participants
 - 1 female participant was not an older adult, and was blind
- Several observers from human service agencies

Communities of residence and usual mode of travel

- New Palz—volunteers for an organization; people have questions about transportation. Has own car
- New Palz – still drives (2)
- Golden Hill (Golden Hill Nursing & Rehabilitation Center, 99 Golden Hill Dr, Kingston); has car (3)
- Golden Hill, no car. Has Medicaid transportation to medical appointments (2)
- Milton's Harvest, has never driven (3)
- Milton's Harvest, drives; has tried Neighbor to Neighbor, but requires a month's notice. When low on gas, uses Office for the Aging service to go to medical appointments.
- Lady getting information for Rosedale Seniors about transportation
- Elizabeth (blind participant)—New Palz, never drove, uses public transportation, including Loop bus in New Palz
- Gentleman getting information for others in his senior housing complex; drives
- A number of people rely on friends and family for rides, but would prefer to have options

Destinations and trip purposes (current and desired)

- Highland – medical appointments
- Poughkeepsie—especially for medical appointments
- NYS
- Medical, grocery shopping, laundry
- Metro North train station
- Shopping—stores on 9W; Adams (Newburgh/Kingston), Stop & Shop (New Paltz, Kingston 9W), ShopRite (New Paltz), Hannaford (Route 9W) (Target, Kohl's -- Kingston, Poughkeepsie, Newburgh)
- New Windsor
- Newburgh (doctor)
- BOCES, Marlborough Library, and other places for college courses or adult ed classes

- Kingston—dinners and other events for seniors
- Downtown New Palz

Obtaining information about transportation options

- Need more information
- UCAT website bus schedules can't be read by a screen reader (UCAT dispatchers will read schedules over the phone); text descriptions of routes and schedules would help
- Iphone app for real-time bus information that can be used by riders with vision impairments
- Several use the internet, but not all have computers
- UCAT is on Facebook
- Posted schedules at bus stops would be useful
- Kingston Citibus website is not user-friendly—Connector routes are hard to find, no mention of Poughkeepsie Citibus (check to make sure this applies to Citibus only and not UCAT website - UCAT WEBSITE DOES NOT LINK TO POUGHKEEPSIE CITIBUS)
- Highlight 'bus of the month'; guide to what's available along the route
- Posting information at senior housing facilities
- Online trip planner
- Maps, one for each bus route, with names of cross streets and legible for seniors

Comments about UCAT fixed route service

- Need more bus shelters
- Waiting for bus in bad weather is difficult
- Bus stops need to be kept clear of snow
- Walking to stops is difficult—streets and intersections not pedestrian-friendly (narrow, no sidewalks, very busy intersections—especially 299) and weather makes it worse
- Traveling with shopping bags is difficult
- Either not all buses kneel, or not all operators use the kneeling feature
- Need audio accessible intersection signals to be installed and maintained
- Bus service in Poughkeepsie is much better
- Coordination of bus schedules between Ulster County and Poughkeepsie services
- Comments line would be useful
- Would like free transfers
- ShopRite has a senior shopping day on Tuesdays – very popular. Van service to deliver orders later would be extremely helpful.

Other comments

- Taxi services are prohibitively expensive
- Taxis in New Palz transport service dogs; not sure about companies in Kingston
- UCAT should provide transportation to public meeting later in the project
- What do we hope to get out of this meeting? None of the comments offered are new.

- Will recommendations in the coordinated plan be implemented?

Focus Group Meeting with People with Disabilities

Ulster County Business Resource Center, Kingston, NY

May 18, 2016

Attendees

- Four female participants—two older without disabilities, one with vision impairment, one with unspecified disability
- Three male participants—two wheelchair users and one with a mental disability
- Several observers from human service agencies

Communities of residence and usual mode of travel

- North Hurley, off 28A; drive now, but didn't always and won't in the future (2, no disabilities)
- Lake Katrine, parents drive accessible van; part of RCAL nursing home diversion program
- _____ (legally blind participant); uses UCAT, uses paratransit for shopping on Tuesday (is this a Rural Route?) NOTE -- I LOOKED AT RURAL ROUTE ON UCAT WEBSITE, I THINK THIS IS PROBABLY PARATRANSIT
- Napanoch, drives, has used UCAT
- Saugerties, drives now or gets rides from a friend; looking for information about options for the future for herself and her brother
- People rely on friends and family for rides, but would prefer to have options
- People are thinking about options for the future when they can no longer drive

Destinations and trip purposes (current and desired)

- Medical appointments
- Work
- School (Ulster)
- Shopping
- Kingston for medical appointments and shopping

Obtaining information about transportation options

- Schedules are hard to read for people with vision impairments—large print would help (check UCAT website for information about accessible formats)
- One participant had to make many calls to get information about all available options

Comments about UCAT fixed route service

- Walking to stops is difficult—streets and intersections not pedestrian-friendly (narrow, no sidewalks, very busy intersections—especially 299) and weather makes it worse

- Bus stops at Tech Center, crosses Neighborhood Road which is not pedestrian-friendly; much better to go down Neighborhood Road
- Bus shelters are not wheelchair-accessible
- Service is needed in 28A area
- One wheelchair user likes the wheelchair securement system

Comments about ADA paratransit service

- Much confusion about what 1-mile corridor means
- Not all origins and destinations are within the ADA service area
- UCAT Max with designated stops? What is this?
- Not all wheelchairs are the same size—some riders need a really high roof. A universally accessible vehicle would be good. Providers should ask about accessibility needs when booking trips.

Other comments

- Taxis are prohibitively expensive
- No Neighbor to Neighbor volunteers in the 28A area
- Add to outreach lists – aging in place groups that meet in Kingston, Woodstock, Saugerties, maybe other communities
- Everyone wants to age in place
- Eligibility for service is a concern—income, disability; schedules and timing
- Medicaid transportation is not an option for some residents

Appendix I Stakeholder Interview Notes

To: Ulster County Planning/Nelson Nygaard Consulting
From: Susan G. Blickstein, AICP/PP, PhD
Date: June 6, 2016
Re: Stakeholder Interviews for Human Services Transportation Coordination Plan

Stakeholder interviews are undertaken as part of human services transportation coordination plans to better understand the challenges, needs and barriers of current services from the perspective of those who provide services to targeted populations (older adults, people with disabilities, people with low incomes, and other transit dependent individuals).

To obtain input from service providers within the County, three stakeholder interviews are planned at this time (note: two additional interviews will occur after strategies have been developed to test those concepts).

The three stakeholders interviewed as part of the needs analysis phase of the project are as follows:

1. Marge Gagnon, RN, The Rose Women's Care Service Community Resource Center PO Box 1093, Highland, NY, 1-845-706-6459, rwcsarc@aol.com.
2. Keith Bennet, Deputy Director, Ulster County Veteran Services Agency (845) 340-3190 kben@co.ulster.ny.us.
3. Anthony Mignone, Chief Operating Officer, RCAL, Inc. 727 Ulster Avenue, Kingston, NY 12401, 845-331-0541 ext. 16, amignone@rcal.org.

The topics/issues explored with each stakeholder interview:

- I. Position, past experience, and current organization, including organization's role in coordinating transportation for targeted populations.
 - a. Types of transportation services coordinated
 - b. Locations of your facilities where transportation services are required for clients to receive your services

- II. Needs Assessment
 - a. Locations/major trip purposes (where/why) for the majority of your clients?
 - b. How is travel arranged and who are the providers?
 - i. What options are available? (ADA paratransit service, UCAT, Kingston City bus, others?).
 - ii. How do you decide how to arrange travel?
 - iii. How is your experience coordinating travel different on weekdays? Evenings? Saturdays? Sundays?

- c. Common issues/concerns from your clients?
 - i. Problems/barriers.
 - ii. Locations in the County that are the easiest to arrange travel? Why?
 - iii. Difficult locations? Why? (long distance, hard to understand, multiple transfers, costs too much, service frequency, short service hours, etc.)
 - iv. Do you hear about any concerns about personal safety/security?
- d. Any specific issues about the number, location, and condition of bus stops, shelters that your clients use?
- e. Are there any improvements that would make travel easier? (additional benches, bus stops that are accessible to wheelchair users, lighting, a covered place to wait/sit, more shelters that are ADA/wheelchair accessible?)
- f. Is information on transportation options accessible and easy to understand for your clients?
- g. How do you usually get information about transportation services to your clients? Which methods do you/they prefer?
 - i. Printed schedules or information
 - ii. Internet
 - iii. Television (public access channels)
 - iv. Senior centers
 - v. Newspapers (which ones?)
 - vi. Telephone transit providers
- h. Any suggestions for improvements to address the identified concerns?